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Office of the Mayor

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To: Members of Council

From: Mayor Mark Mallory

Date: May 15, 2013

Copy To: City Manager Milton Dohoney, Jr.

Subject: Mayor's Comments on the Proposed 2014/2015 Biennial Budget

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As per the City of Cincinnati Charter, I am pleased to transmit to City Council the City Manager's proposed 2014/2015 City of Cincinnati Budget.

The 2014/2015 City Budget process faces several unusual challenges, some anticipated, some not. For the last several budgets, the City of Cincinnati has faced difficult budget decisions because of the recession and resulting decline in tax revenue. Despite those challenges, the Manager, a majority of City Council, and I have annually passed City Budgets that prevented police and fire layoffs, avoided tax increases, increased City Services, maintained our City's bond rating, and most importantly invested in a growth strategy.

That growth strategy has been successful. Since 2008, the City has signed economic development deals to create 9,000 jobs, retain 11,000 jobs and create 6,400 construction jobs. That growth is helping to balance our budget. Income tax revenues are already up over \$2 million in the first three months of 2013, and are projected to increase by \$8.7 million in FY 2014 and an additional \$5 million in 2015. The City of Cincinnati is growing out of the recession and closing our structural imbalance.

However, the Governor and the State Legislature cut \$27 million in state assistance that the City has traditionally received as a share of the state collected taxes and the estate tax. That cut created our current budget deficit and delayed our ability to grow toward a balanced budget. In response to that deficit, the City Manager proposed and the City Council adopted the Parking Modernization Plan to provide on-going revenue to the City General Fund and up front funding that could be used to help balance the budget over the next few years as growth continues to move the City toward a balanced budget. That plan has been delayed; and therefore, we are again faced with difficult budget decisions that will require budget cuts and a reduction in the City Workforce.

I want to thank the City Manager and his team for developing a balanced budget in the midst of these changing conditions. His proposed budget has attempted to mitigate the harmful effects of the delay in the implementation of the Parking Modernization Plan.

As I transmit the budget to Council, I am making several changes to reduce the number of layoffs, which have a direct, negative effect on City Services to citizens. In order to restore as many positions as possible, I have eliminated funding to several outside organizations. It is a difficult decision. I strongly believe in the City's partnerships with those organizations and would prefer to continue to provide funding. However, in light of the delay in the Parking Modernization Plan, we cannot fund outside organizations at the loss of police officers, firefighters, and other important City Employees.

**Restorations:**

I am restoring 18 fire fighter positions and 17 police officer positions, reducing the layoff number to 53 and 49 respectively. I am restoring three positions to the Health Department to conduct vital community health inspection to homes, businesses, restaurants, and other environmental concerns. I am also restoring two positions to the Law Department to help address community concerns and enforce City regulations.

**Cuts:**

In order to restore those positions, I am beginning by making further cuts to my office budget. I am cutting an additional \$32,000 from my office budget. This cut is on top of the \$88,000 that I already cut from my office budget in April.

In addition, I am eliminating funding to the the Center for Closing the Health Gap (\$100,000), the Cincinnati USA Regional Chamber of Commerce (\$100,000), the Greater Cincinnati African American Chamber of Commerce (\$100,000), the Greater Cincinnati and Northern Kentucky Film Commission (\$50,000), the Neighborhood Support Program, and the Neighborhood Business District Support Fund (\$215,000 combined). I am reducing funding for the Port Authority by \$200,000. I am reducing the subsidy for Nature Education by \$253,000. I am reducing the subsidy to 3CDC for Fountain Square by \$85,000. In addition, I am proposing closing two additional recreation centers as recommended by the Cincinnati Recreation Commission: Mt Auburn and the Westwood Town Hall (\$185,325).

The above cuts total \$1,323,242. In addition, since the Manager's proposed budget went to print, the City has experienced some positive developments. The Budget Department has identified an additional \$500,000 in unspent funds from this year that can be applied to the next budget. And the Finance Department has determined that there is an additional \$1 million in revenue in FY 2013 that can be used in the FY 2014 budget.

In total, I have identified \$2,823,242 through cuts to the proposed FY 2014 budget, savings in the FY 2013 budget, and increased 2013 revenue. That amount allows the restoration of the above positions.

I look forward to working with City Council to finalize a City Budget that minimizes the negative consequences of the delay in implementing the Parking Modernization Plan. It is my hope that the delay is short, and that we will soon be able to move forward with a comprehensive solution to the Biennial City Budget that will continue our investment in growth and increase and improve our services to citizens of Cincinnati.

Cuts, Savings, and Increased Revenue Collection	Amount
Mayor's Office Budget	(32,000)
Center for Closing the Health Gap	(100,000)
NSP and NBDSF Funding	(215,000)
Cincinnati USA Regional Chamber of Commerce	(100,000)
Greater Cincinnati and Northern Kentucky Film Commission	(50,000)
Greater Cincinnati African American Chamber of Commerce	(100,000)
Port Authority of Greater Cincinnati	(200,000)
Reduce Subsidy for Nature Education	(253,000)
Reduce 3CDC Subsidy for Fountain Square	(85,000)
Close Mt. Auburn Center	(75,460)
Close Westwood Town Hall	(109,865)
Cancel Additional 2013 Encumbrances	(500,000)
Additional 2013 Revenue	(1,000,000)
<b>Total:</b>	<b>(2,820,325)</b>
Restored Positions	Amount
Three Sanitarians for Environmental Inspections	210,065
<i>Reduced Layoff Costs</i>	(47,585)
Two Attorneys in General Counsel	241,561
<i>Reduced Layoff Costs</i>	(31,723)
Restore 18 Fire Fighters	1,728,705
<i>Reduced Layoff Costs</i>	(349,581)
Restore 17 Police Officers	1,568,907
<i>Reduced Layoff Costs</i>	(491,811)
<b>Total:</b>	<b>2,828,539</b>

City of Cincinnati  
Ohio

# Fiscal Years 2014-2015 All Funds Budget

Recommended Biennial  
Operating Budget



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# City of Cincinnati

## Fiscal Years 2014-2015 All Funds Budget



### **Recommended Biennial Operating Budget**

#### **Mayor**

Mark Mallory

#### **Members of City Council**

Roxanne Qualls (Vice Mayor)

Laure Quinlivan

Chris Seelbach

Yvette Simpson

P.G. Sittenfeld

Christopher Smitherman

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#### **City Administration**

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Scott Stiles, Assistant City Manager

David Holmes, Assistant City Manager

Lea D. Eriksen, Budget Director

Reginald Zeno, Finance Director

Kathleen A. Creager, Assistant Finance Director



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**January 1, 2011**

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President

*Jeffrey R. Brown*

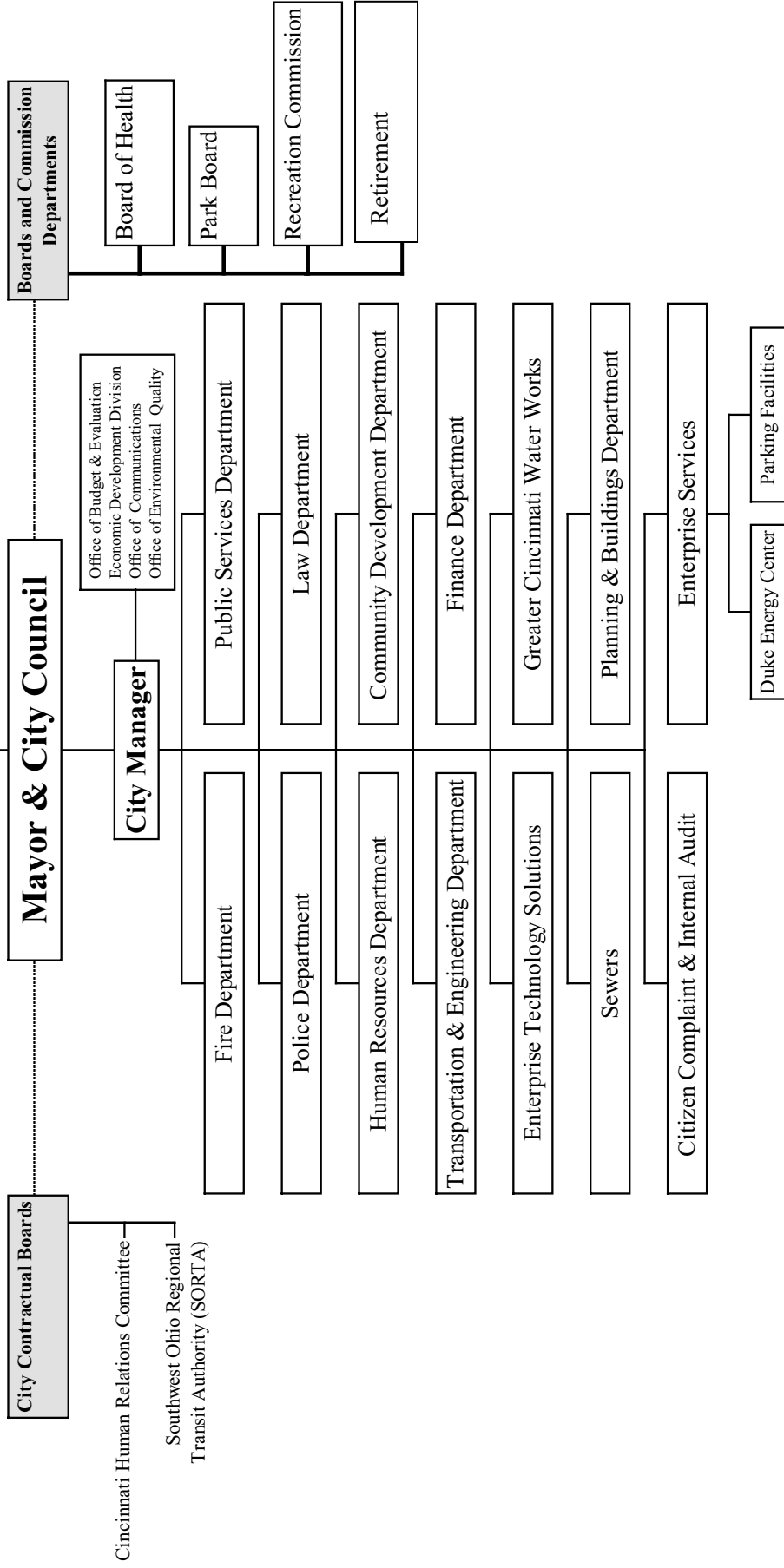
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for the Distinguished Budget Presentation to the City of Cincinnati for its annual budget beginning January 1, 2011.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications medium.

The award is valid for a period of one year only. We believe our current biennial budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# Citizens of Cincinnati





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**Mayor Mark Mallory:****May 9, 2013****INTRODUCTION**

In years past, the Manager's Proposed Budget has been built around particular themes. For many reasons this has been an unusual budget season. With an extra layer of factors affecting the financial environment, not to mention the added stress being experienced for this budget, we simply need to get to it.

By any measure this is a difficult budget to bring forward and the crafting of a message is equally challenging. The Administration, with the support and direction of policy makers, embraced a strategy of growth to expand the tax base some years ago. That strategy has brought many gains for Cincinnati. While a continuation of that growth is what is needed, this budget does not mesh with the overall strategy.

Thankfully, the fiscal year transition process has been navigated successfully and with this Manager's Recommended Budget, we are crossing over into a new biennial environment where henceforth our fiscal year will be July 1 – June 30. The Administration is appreciative of all who helped bring this change about. A budget must be in place by State Law on July 1 or the government would not be able to function. That would be similar to the federal shut-down that is oft referred to but infrequently happens.

At the time of this submittal the parking modernization and lease, the lynchpin of the preferred Recommended Budget, is still embroiled in litigation. Though a legal victory is being vigorously pursued, the ultimate resolution is not assured in time to affect what must be in place by June 1 to take effect July 1, 2013. Should a final legal victory be realized after July 1, the Administration would presume to move expeditiously to reverse some of the impacts of the cuts contained within the Manager's Recommended Budget. A list of items the Administration would move to restore will be provided under separate cover.

Due to the possibility that a legal victory on the Parking Plan may still be realized -- but no new budget document will be issued -- it is necessary to indicate here what the Administration's intent would be, should the Court rule in the City's favor and barring a change of direction by Council. Under that scenario, we would take \$25.8 million to help balance the budget for the first year of the biennium. We would place \$20.9 million in an account available to be drawn upon for the second year of the biennium, should it be needed.

Furthermore, we would deposit \$6.3 million into a reserve account in accordance with the recommended actions from the rating agencies. We also would reach the 24% of payroll goal for deposit into the Pension Fund a full year earlier than planned. The opportunity to advance job creation and development is still available to us so the Administration would move to recapture our deferred momentum with the Martin Luther King/I-71 Interchange (\$20.0 million); apartment tower with grocery store (\$12.5 million); Wasson right-of-way acquisition (\$3.0 million); and Smale Riverfront Park (\$4.0 million). These are all aspects of the Administration's aspirational budget.

In the meantime, we must move on with the budget at hand. The charge that we had to confront entailed closing a projected \$35 million deficit, primarily with cuts. The overall approach to that came to be known as Plan B. The Plan has drawn attention because of its outer limits in layoffs, namely 149 police, 118 fire, and 70 non-sworn layoffs in addition to vacant position eliminations.

The Administration understands that it has a responsibility to always mitigate against outer limits as long as it is done in a fiscally responsible fashion. Over the past several weeks we have labored to do just that. We have continued to methodically grind through our operations looking for things that can be done differently.



As we have gone through the Budget process, there has been considerable debate over whether Plan B is the only possible option for balancing the budget in the absence of the Parking Plan. That led to other budget proposals being developed. The Administration has analyzed each proposal from incumbent policy makers. Our conclusion is that none of these proposals could serve as a substitute in its entirety because each could not be certified as being able to balance the budget. However, there are ideas contained in these proposals that could be used to help balance and we have incorporated some of them into the Manager's Proposed Budget that we are submitting.

It is important to clarify that as the Administration has presented the concept of Plan B, it has been in the context of balancing the budget predominantly with cuts. Plan A, with the Parking Modernization and Lease, sought to continue investment and growth of the local economy to help support government expenditures.

As a result of a consistent effort to minimize the disruption associated with the outer limits of Plan B, we have been able to reduce the Police projected layoff numbers from 149 to 66. We have also been able to reduce the Fire numbers from 118 to 71. The number of non-sworn layoffs is being reduced to 47.17 Full Time Equivalent (FTE) positions, although that actually impacts 64 people. In addition, vacant positions are also being eliminated. Under this scenario there are no planned police recruit classes. Average brownouts for Fire are being reduced from an estimated 18 to 10 and no fire houses will have to be closed.

While we do not want any layoffs, the Police number takes us to the staffing level before we start cutting those being funded by the COPS Hiring Grant from the Department of Homeland Security. Due to the economic circumstances causing this layoff, this should not trigger a default of the COPS Hiring Grant. Layoffs in the Fire Department do trigger a default in our current SAFER grant from FEMA, requiring repayment of money spent to date in the amount of \$1.6 million. The total grant to be forfeited is \$5.9 million, as is the second grant of \$6.2 million. After full repayment, the City could apply for another grant, if an additional funding round is offered.

In addition to the 64 non-sworn layoffs, the Non-Represented leadership staff, including the City Manager's Office, will be furloughed for a week. Because several departments will need significant Position Vacancy Allowance (PVA) to help balance their budgets, we cannot simply eliminate every vacant position in the government, particularly in the Emergency Call Center. As has been noted previously, 90% of our workforce is covered by Collective Bargaining Agreements. Per those Agreements, and Civil Service rules, there are prescribed processes that must be followed to effect layoffs, including bumping. Therefore, it will take a while to determine those persons who would actually be separated.

Futhermore, there are 1,382 FTE positions in Enterprise Funds such as Water and Sewer which would provide no relief to the General Fund. There are also positions among the 3,121 FTE in the General Fund that are reimbursed from capital funds or are revenue generating positions, and therefore, it does not help our financial situation to cut them.

The kinds of decisions being made affect morale, performance time, service delivery, and productivity. They are not being undertaken lightly. Our challenge will be to summon the resolve and professionalism of those who will remain and serve the public to the best of our ability.

We are proposing to use \$9.1 million in 2013-2014 and \$7.5 million in 2015 from the casino to help balance the budget. Of course we hope reported higher estimates are accurate, but it would be too risky to budget based on a guess.



**Special Note:** In order to meet the transmittal deadline we have to send the budget to press several days before it actually comes out. At the time of this writing we are anticipating some higher revenue numbers to materialize next week. If that happens it would enable Council to incorporate the additional resources right at the beginning of the deliberation period to further mitigate the cuts.

This budget reduces funding for the community councils, neighborhood business districts, and outside social service agencies. It significantly reduces money for organizations that we use to help us grow the local economy, such as the Regional Chamber Partnership, African American Chamber of Commerce, and the Film Commission. The Port Authority is held flat. These cuts are hard to swallow but they have helped to reduce the number of sworn personnel cuts.

Admittedly a lot of focus will be placed upon what we have lost, even if temporarily. In fairness and to ensure accuracy, it must also be pointed out that the commitment to 100 lane miles will still be met with the capital budget approved in December 2012. The move to improve our solid waste function must still go forward because among other things it will reduce injuries to the employees and costs to the City. We are continuing to advance the new District Three Police Station; the partnership between the Cincinnati Recreation Commission, the Reds, and Major League Baseball; as well as all of the other projects from the Capital Property Tax list. In this current situation we feel it is imperative to acknowledge that even though we are struggling, we still persevere to move Cincinnati ahead. These are not projects that could be eliminated to pay for General Fund salaries.

At a time when deep cuts are being made it seems counterintuitive to be talking about adding new positions. However, the Administration needs to be on record indicating that as soon as we can comfortably do so, the City needs to add an additional Economic Development attorney to the Law Department. New jobs and investments solve our short-term issue. Our reality is that we are negotiating deals beyond the capacity of the Law Department to keep pace because of their limited resources. The best solution, long-term, is to add another attorney who has experience and skills with economic development deals rather than reassigning staff who have other specialties. Some of the deals being brought to the table are complex transactions with creative financing. If this is foreign to the person preparing the deal it can cause a lot of extra steps, deferring the very purpose of getting these deals made.

It is especially important during a down time that we acknowledge when a monumental effort is being put forth. That is the case with Lea Eriksen, Holly Zistler, and the entire Budget & Evaluation office; Reggie Zeno and Finance Department staff, John Curp and Law staff, Georgetta Kelly and the HR staff, and several staff from the City Manager's Office.

The Administration is poised to work with the Mayor and Council to reach a budget solution that can be passed and put into place for the next fiscal year.

Respectfully submitted,

Milton Dohoney, Jr. City Manager



## CITY MANAGER'S MESSAGE ADDENDUM

### FISCAL YEAR CHANGE

Due to the fiscal year change from July 1st through June 30th of the following calendar year, the Operating Budget and the Consolidated Plan Budget as approved and appropriated by the City Council for 2013 represented the six-month "stub" period from January 1 to June 30, 2013. In addition, in December 2012 City Council took action on the Calendar Year (CY) 2014 Tentative Tax Budget and its associated property tax millage rates. The Capital Budget that was approved by the City Council in December was appropriated in two segments: the first appropriation was for the "stub" period and the second was for Fiscal Year 2014 (July 1, 2013 through June 30, 2014).

**Therefore this document does not address the capital budget for Fiscal Year 2014 as that has already been passed by City Council in December 2012.** The Capital Budget will be revisited in March 2014 for FY 2015. Further the Consolidated Plan FY 2014 appropriations based on actual FY 2013 grant awards will be submitted under separate cover. Lastly, the CY 2015 Tentative Tax Budget will be presented in December 2013 for City Council's consideration.

This document therefore only covers the biennial operating budget over the time period from July 1, 2013 through June 30, 2015.

### RECOMMENDED OPERATING BUDGET

*Table I - Recommended Fiscal Years 2014-2015 Biennial Operating Budget*

(\$ in Millions)	CY 2012 Approved Update	FY 2013 Approved Stub	FY 2014 Recommended Budget	Change From CY 2012	Change From FY 2013	FY 2015 Recommended Budget	Change From FY 2014
General Fund	\$363.7	\$177.7	\$352.6	-3.0%	98.4%	\$352.9	0.1%
Restricted Funds <sup>1</sup>	\$580.0	\$281.1	\$635.5	9.6%	126.0%	\$636.3	0.1%
Total Operating Budget	\$943.7	\$458.9	\$988.1	4.7%	115.3%	\$989.2	0.1%

<sup>1</sup> Community Development Block Grant funding, which is reported within the Consolidated Plan budget, is not included in the amounts cited above.

As shown in Table I, the Recommended Fiscal Year (FY) 2014 General Fund Operating Budget is \$352.6 million. As the FY 2013 Operating Budget represents a six-month stub period, comparing the Recommended FY 2014 Operating Budget to the FY 2013 Stub Budget is not meaningful as a means of identifying a year-over-year change. The Recommended FY 2014 General Fund Budget represents a decrease of \$11.1 million, or 3.0%, from the Calendar Year (CY) 2012 Approved Budget Update. The Recommended FY 2014 Restricted Funds Operating Budget of \$635.5 million represents an increase of \$55.5 million, or 9.6%, over the CY 2012 Approved Budget Update. This increase is primarily due to sizeable debt service increases within the Water Works Fund, the Parking Systems Facilities Fund, and the Metropolitan Sewer District fund as well as expenditure increases within the Income Tax-Infrastructure Fund as a means of offsetting General Fund budget reductions. These increases are offset by a reduction in the Street, Construction, Maintenance and Repair Fund that is required to maintain adequate fund balances in both years of the biennium as well as the abolishment of the Cable Communications Fund and the Parking Meter Fund that became effective for FY 2013.



The Recommended FY 2015 General Fund Operating Budget is \$352.9 million and represents an increase of \$0.3 million, or 0.1%, over the Recommended FY 2014 General Fund Operating Budget. The Recommended FY 2015 Restricted Funds Operating Budget of \$636.3 million represents an increase of \$0.8 million, or 0.1%, over the Recommended FY 2014 Restricted Funds Operating Budget. The increase in FY 2015 for both the General Fund and the Restricted Funds is primarily related to standard inflationary increases which is offset by health care savings from shifting a larger portion of these costs to employees.

All funds are balanced to resources in 2013. More details on the Restricted Funds changes are in the Restricted Funds Resources and Expenditures section of the Operating Budget Document.

*Table II - General Fund FY 2014 Continuation Budget / FY 2014 Recommended Update Comparison*

(\$ in Millions)	FY 2014 Continuation Budget	FY 2014 Recommended Update	Increase / (Decrease)	% Change FY 2014 Cont. to FY 2014 Rec
Public Safety Total	\$223.8	\$211.6	(\$12.2)	-5.4%
Non-Public Safety Total	\$124.9	\$115.8	(\$9.1)	-7.3%
Total Departmental Budgets	\$348.7	\$327.4	(\$21.3)	-6.1%
Employee Benefits Total	\$10.2	\$9.8	(\$0.4)	-4.2%
Non-Departmental Total	\$14.2	\$15.4	\$1.3	8.9%
Total General Fund Operating Budget	\$373.1	\$352.6	(\$20.4)	-5.5%

As shown in Table II, the forecasted FY 2014 General Fund continuation budget (a budget to provide the same level of services in FY 2014 as in FY 2013 and includes anticipated inflationary increases and assumptions for contractual wage increases), totals \$373.1 million. Of this amount, public safety departments comprise a total of \$223.8 million, and non-public safety departments comprise a total of \$124.9 million. In contrast, the Recommended FY 2014 General Fund Budget totals \$352.6 million and includes \$211.6 million for public safety departments and \$115.8 million for non-public safety departments. The public safety departments and non-public safety departments reflect budget decreases of \$12.2 million, or 5.4%, and \$9.1 million, or 7.3%, respectively.

Table II shows that expenditure reductions of \$20.4 million are recommended in FY 2014 when compared to the 2013 Continuation Budget. The section below describes the impact on FY 2014 only, but where there are additional savings in FY 2015 this is noted in the narrative. The FY 2014 decrease is primarily due to:

*- \$11.8 million: Public Safety Recruit Class and Sworn Position Eliminations*

A total of \$11.8 million will be saved in FY 2014 through the combination of sworn personnel layoffs and the elimination of planned recruit classes within both the Cincinnati Police Department (CPD) and the Cincinnati Fire Department (CFD). Within the CPD, elimination of the planned recruit class of 50 to take place in FY 2014 will save \$2.7 million. In addition, 66 filled Police Officer positions will be eliminated to save an additional \$6.1 million. While this reduction is presented as being wholly within the Neighborhood Policing Program, the Cincinnati Police Department will be implementing a yet-to-be finalized reorganization that will bolster street strength through the elimination of some specialized units and the reassignment of sworn positions that currently perform mainly administrative-type duties to patrol duties.





Within the CFD, the recruit class of 40 that was planned to commence in the latter part of FY 2013 will be eliminated. As this class did not commence due to the imposed hiring freeze, this elimination will not result in any layoffs. This class was to be reimbursed by the FY 2012 Staffing for Adequate Fire Safety and Emergency Response (SAFER) Grant, and as such, no savings are achieved as part of this elimination. In addition, the 40 Firefighter positions recently filled with the graduated recruits from the recruit class that began in October 2012 will be eliminated. As this class is reimbursed by the FY 2011 SAFER Grant, minimal non-personnel savings will be generated as part of this reduction in FY 2014. While limited savings will occur from the elimination of the Fire recruit class planned for FY 2013 and the elimination of the 40 filled Firefighter positions that are reimbursed from the FY 2011 SAFER Grant, these eliminations are necessary due to the elimination of other filled, sworn positions within the CFD and due to the layoff "bumping" provisions within the City's labor contract with the International Association of Fire Fighters (IAFF) Local 48. Also, due to the expiration of the first SAFER grant in October 2014, the elimination of these positions will save approximately \$2.4 million in FY 2015. An additional 31 filled Firefighter positions will also be eliminated to bring the total number of layoffs within the CFD to 71 to generate a total of \$3.0 million in savings in FY 2014. This will lead to an estimated 10 brownouts a day.

While the sworn position reductions in both the CPD and CFD will have a negative impact on public safety, reductions in other areas were maximized to the fullest extent possible to reduce the number of sworn position eliminations and still achieve a balanced budget for FY 2014.

*- \$2.6 million: Position Vacancy Savings*

The elimination of 17 miscellaneous full-time vacant positions will generate \$1.9 million in savings during FY 2014. In addition, multiple positions throughout the City organization will be held vacant for a portion of FY 2014 to generate an additional \$0.7 million in savings during the period. These vacant position eliminations and prolonged position vacancies will further challenge departments that have already experienced significant funding and position reduction in prior budget years.

*- \$1.7 million: Various Service Level Reductions*

Reducing the service levels of various programs throughout the City organization will result in the elimination of 30.8 FTE and savings of \$1.7 million during FY 2014. Examples of these reductions include the elimination of various positions within the Health Department's Community Health Environmental Inspections programs, the elimination of various positions within the Law Department, and the reduction of part-time staffing within the Department of Recreation. In considering these reductions, the Administration evaluated the service impacts against the citizen input received through the Priority Driven Budget process. Please see the Priority Driven Budgeting section of this document for an evaluation of cuts by quartile ranking.

*- \$1.6 million: Shift of Eligible Costs to Other Funding Sources*

The shift of General Fund expenditures that are eligible uses of other restricted funding sources will generate \$1.6 million in savings during FY 2014. These funding shifts are predominately the result of personnel reimbursements sought from other funding sources such as capital projects, restricted funds such as the Income Tax-Infrastructure Fund and the Sawyer Point Fund, and the 911 Cell Phones Fee Fund. While the shift of these resources will leave less funding available for other uses within the new funding sources, this means of General Fund expenditure reductions has limited the negative impact to stakeholders.

*- \$1.5 million: Reduction in Funding to Outside Entities*

Reducing or eliminating funding to outside entities will achieve savings of \$1.5 million during FY 2014. The Recommended FY 2014 General Fund Operating Budget includes the following reductions:



- Human Services Policy funding is reduced by \$721,150.
- Neighborhood Support Program (NSP) and Neighborhood Business District (NBD) Funding is reduced by a total of \$279,950.
- Funding for the Greater Cincinnati Chamber of Commerce is reduced by \$75,000 to provide a total funding level of \$100,000.
- Funding for the African American Chamber of Commerce is reduced by \$50,000 to provide a total funding level of \$100,000.
- Funding for the Greater Cincinnati Film Commission is reduced by \$25,000 to provide a total funding level of \$50,000.
- Funding for Keep Cincinnati Beautiful is reduced by \$11,550.
- Funding for the Greater Cincinnati Energy Alliance to perform reduced cost home energy audits for City residents will be eliminated, which will save \$150,000.
- The Urban Agriculture program within the Office of Environmental Quality will be eliminated, which includes \$35,000 for the Cincinnati Civic Garden Center and \$15,000 for an outside, urban agriculture consultant (\$50,000 total).
- The City's Arts Grants program will be eliminated, which will save \$50,000.
- A contract with Hamilton County Social Services to provide services related to the Cincinnati Initiative to Reduce Violence (CIRV) will be eliminated, which will save \$50,000.

The funding reductions for outside entities were not taken lightly by the Administration. These reductions have been recommended to preserve other City programs and services that have been deemed a higher priority by stakeholders through the Priority Driven Budgeting exercise.

*- \$1.1 million: Salary and Benefits Savings from Current Employees*

A total of \$1.1 million in savings will be generated through the combination of increasing employees' cost share for healthcare, reducing the cost of living adjustments (COLAs), and implementing cost savings days for executive and senior level management within departments that receive funding from the General Fund. Increasing the employee cost share for healthcare from the current 5% to 10% will generate approximately \$616,500 in General Fund savings during FY 2014. This savings amount assumes that non-represented employees along with employees represented by the Cincinnati Organized and Dedicated Employees (CODE) bargaining unit and the American Federation of State, County, and Municipal Employees (AFSCME) will transition to the new cost share plan effective January 1, 2014. All employees will transition to the new cost share model effective January 1, 2015. These changes will require ratification in each impacted bargaining unit's labor contract with the City to take effect. If this occurs, the health care savings for FY 2015 will be \$1.7 million.

The FY 2014 General Fund Continuation Budget was formulated with the assumption that all employees will receive a 2% cost of living adjustment in FY 2014, effective for each employee group on that group's labor contract anniversary date. By changing the planned cost of living adjustment from 2% to 1%, savings of approximately \$250,000 will result during FY 2014 and \$2.5 million impact for FY 2015.

Employees within Division 5 (Executive Management), Division 8 (Senior Management), and high level management positions within the Department of Law will be furloughed for a week through five cost savings days during FY 2014. The cost savings days will be applied to all applicable employees within departments that receive General Fund budget appropriations, regardless of each employee's funding source. Employees within the Greater Cincinnati Water Works, the Stormwater Management Utility, the Metropolitan Sewer District, the Parking Facilities Division, and the Division of Aviation will be exempt from cost savings days. The proposed five cost savings days will generate approximately \$248,000 during FY 2014.



*- \$1.0 million: Miscellaneous Personnel and Non-Personnel Reductions*

Miscellaneous personnel reductions that include reductions to non-sworn overtime, miscellaneous employee benefits savings, and elimination of miscellaneous positions will generate approximately \$0.5 million in FY 2014. In addition, miscellaneous non-personnel reductions that include a \$100,000 across-the-board reduction to non-local travel and training, a reduction to temporary personnel, and reductions to printing services and office supplies throughout the City organization will generate an additional \$0.5 million in savings during FY 2014.

*- \$0.8 million: Program/Service Eliminations*

The elimination of certain programs and services during FY 2014 will generate approximately \$0.8 million in savings and result in the reduction of 10.95 FTE within the General Fund. The following programs/services will be eliminated:

- Closure of the Camp Washington, Fairview, Filson, Spring Grove Village, and Ziegler pools after the 2013 pool season will save \$167,650 within the General Fund for FY 2014.
- The Bush Recreation Center in Walnut Hills will be closed, which will save \$127,710 within the General Fund.
- The Energy Management program within the Office of Environmental Quality will be eliminated, saving \$100,010. This amount represents the Energy Manager position that was added in FY 2013 to find ways to generate utility savings within City departments. This position has not yet been filled due to the recent hiring freeze. An addition \$150,000 within this program for a contract with the Greater Cincinnati Energy Alliance is discussed in the "Reductions in Funding to Outside Entities" section of this narrative.
- The Mounted Patrol within the Cincinnati Police Department will be eliminated, saving \$95,000. These savings represent the mounted patrol facility lease and other sundry non-personnel items for the unit. The sworn personnel within the unit will be redeployed to other assignments within the department.
- The Community Prosecution program in the Law Department will be eliminated in the Law Department, saving \$83,857
- The Delinquent Accounts/Receivables program within the City Treasury Division of the Finance Department will be eliminated, saving \$75,460. This may impact future revenue collections.
- The Claims Program in the Law Department will be eliminated, saving \$55,680.
- The Tire Collection program within the Department of Public Services will be eliminated, saving \$30,880.

Please see the Priority Driven Budgeting section of this document for an evaluation of these cuts by quartile ranking.

*- \$0.7 million: Change in Employer Contribution to the Cincinnati Retirement System*

The FY 2014 Continuation Budget included increasing the employer contribution rate to the Cincinnati Retirement System (CRS) from 20% in Calendar Year (CY) 2013 to 24% in CY 2014. This increase was dependent upon the implementation of the proposed parking franchise, effective at the beginning of FY 2014. As the proposed parking franchise is no longer a certainty, the employer contribution to CRS will instead be increased to 22% for CY 2014 and to 24% for CY 2015 as was originally planned. Increasing the employer contribution to 22% instead of 24% for CY 2014 will generate approximately \$0.7 million in General Fund savings during FY 2014.



*- \$0.6 million: Miscellaneous Efficiencies and Service Review Savings*

Savings in this category represent savings achieved through implementing program efficiencies and/or the capture of funding that will not be needed during FY 2014. This includes the operating savings that will result when the Price Hill and Clifton Recreation Centers are closed for renovation during FY 2014, elimination of a temporary position within the Accounts and Audits Division of the Finance Department that was added to assist with the City's fiscal year change and is no longer necessary, purchasing energy for street lights and traffic signals on open energy markets, and the elimination of two additional solid waste collection routes through efficiencies stemming from the recent changes to the City's solid waste collections.

*- \$0.5 million: Fleet Services Savings*

A total of \$0.5 million in savings will result in FY 2014 between fleet maintenance costs and fuel. The primary reason for this decrease is the reduction of fuel costs from the \$3.90 per gallon in FY 2013 to \$3.64 per gallon for FY 2014 based on the fuel hedging program.

*+ \$0.7 million: Service Enhancements*

An additional \$0.7 million is necessary in FY 2014 in order to provide for certain service enhancements. The majority of this need is related to the enhanced solid waste collections that the Department of Public Services has begun implementing in FY 2013. In order to effectively manage the enhanced services, funding will be added for an in-house trash cart maintenance program that once implemented may be able to also service the recycling carts, the addition of a Customer Service Representative position to assist with the additional call volume resulting from the solid waste collection changes, and additional part-time staffing to effectively carry out the restored Yard Waste Collection program. Based on the overall operating reductions and revenue generation from the Solid Waste plan implemented in FY 2013, this program overall still results in operating budget savings.

*+ \$2.9 million: Adjustments to Costs to Maintain Current Services*

Additional funding in the amount of \$2.9 million will be necessary to ensure the continuity of ongoing operations during FY 2014. An additional \$1.3 million will be necessary for the Cincinnati Fire Department in order to adequately fund additional lump sum payments expected in relation to the Ohio Police and Fire Pension Fund (OP&F) Deferred Retirement Option Program (DROP), additional longevity payments due to employees, increased employee benefits costs due to changes in employee plan elections, and certification pay.

An additional \$0.7 million will be needed for the Health Department due to the delay in implementation of certain provisions of the Affordable Care Act (ACA). These provisions were originally expected to generate additional Health Services Fund revenues in FY 2014 that would have been used to offset the department's General Fund need. The FY 2014 General Fund Continuation Budget included a reduction to the Health Department's budget in relation to this expectation, so this restoration of General Fund resources for FY 2014 represents an increase from the department's established continuation budget target even though the restored funding level does not represent an increase in funding levels in prior budget years.

A net need of \$0.9 million is necessary for the non-departmental accounts. This additional funding is necessary to provide for increased software maintenance and licensing costs and to align the funding within the Reserve for Contingencies, the Property Investment Reimbursement Agreement (PIRA) account, and the Judgments against the City account in order to provide a prudent funding level based on potential expenses for FY 2014. These increases are offset by a \$0.4 million reduction to the Lump Sum Payment account to align the FY 2014 budget with expected non layoff related attrition for the period.



The specific changes previously noted, in addition to a net decrease of \$0.1 million in other personnel and non-personnel areas of the operating budget, including employee benefits, account for the \$20.4 million decrease from the FY 2014 continuation budget. The 2014 Continuation Budget / 2014 Recommended Budget Comparison report later in this document provides a comparison of each department's continuation budget to the recommended budget.

### PAST HISTORY OF BUDGET REDUCTIONS

Table III illustrates the staffing reductions between the CY 2000 Approved Budget and the FY 2014 Recommended Budget for key departments with General Fund budgets. Since there have been many departmental reorganizations since 2000, the chart reconstructs key departmental CY 2000 budgets and staffing as they exist today. For example, in 2000 the Department of Buildings and Inspections (B&I) existed as a stand-alone department. In the chart below, B&I is split between the Department of Community Development and the Department of Planning and Buildings based on the allocation of functions between the two departments. Another example is that this year, the City Manager's Office is now home to the Emergency Communications Center and the Retirement Division. Those offices used to be split between Police and Fire and Finance. The CY 2000 budgets for Police, Fire, Finance and the City Manager's Office have been adjusted accordingly.

*Table III – FTE Staffing Trends (2000-2014)*

Staffing Trend	General Fund			All Funds		
	2000	2014	%	2000	2014	%
Police	1,238.0	1,089.0	-12.0%	1,364.0	1,089.0	-20.2%
Fire	829.4	752.0	-9.3%	829.4	753.0	-9.2%
<b>Public Safety Sub-Total</b>	<b>2,067.4</b>	<b>1,841.0</b>	<b>-11.0%</b>	<b>2,193.4</b>	<b>1,842.0</b>	<b>-16.0%</b>
Health	385.2	206.2	-46.5%	550.6	396.6	-28.0%
Recreation	463.7	262.0	-43.5%	482.0	404.5	-16.1%
Public Services	354.5	144.0	-59.4%	583.4	438.0	-24.9%
Parks	139.7	120.8	-13.5%	197.9	186.2	-5.9%
Finance	129.0	68.7	-46.8%	179.0	100.8	-43.7%
Transportation & Engineering	98.0	21.0	-78.6%	209.5	171.4	-18.2%
Planning & Buildings	95.6	65.0	-32.0%	103.2	71.0	-31.2%
Law	83.0	56.2	-32.3%	89.5	64.2	-28.3%
Community Development	62.1	41.5	-33.2%	94.5	63.9	-32.4%
Enterprise Technology Solutions	-	46.8		202.0	94.6	-53.2%
Human Resources	36.8	18.2	-50.5%	39.8	21.2	-46.7%
City Manager	196.1	178.0	-9.2%	216.3	194.8	-10.0%
Citizen Complaint/Internal Audit	11.0	9.0	-18.2%	11.0	9.0	-18.2%
<b>Non-Public Safety Sub-Total</b>	<b>2,054.7</b>	<b>1,237.4</b>	<b>-39.8%</b>	<b>2,958.7</b>	<b>2,216.1</b>	<b>-25.1%</b>

Every department has experienced a reduction in General Fund FTE. Even when considering that some of the General Fund FTE may have shifted to eligible restricted funds, the All Funds FTE for all departments has declined as well. All Funds Public Safety Departments have decreased by 16% and All Funds Non-Public Safety Departments have decreased collectively by 25.1%.

Table IV illustrates the budget reductions for the same key departments. Seven departments are proposed to receive less General Fund dollars than they did in 2000. This is especially significant considering that inflation has been 30.6% over the same period. In fact, all departments with the exception of Fire have, in effect, experienced declines in resources over the period when adjusted for inflation. Even when considering the All Funds budgets, all departmental budgets with the exception of Fire and Parks have grown at a slower pace than inflation.



*Table IV – Budget Trends (2000-2014)*

Budget Trend	General Fund			All Funds		
	2000	2014	%	2000	2014	%
Police	\$ 92,896,812	\$ 119,214,470	28.3%	\$ 94,455,130	\$ 120,027,870	27.1%
Fire	\$ 65,979,730	\$ 92,400,780	40.0%	\$ 65,979,730	\$ 92,494,660	40.2%
<b>Public Safety Sub-Total</b>	<b>\$ 158,876,542</b>	<b>\$ 211,615,250</b>	<b>33.2%</b>	<b>\$ 160,434,860</b>	<b>\$ 212,522,530</b>	<b>32.5%</b>
Health	\$ 25,314,640	\$ 19,594,320	-22.6%	\$ 38,278,930	\$ 40,042,940	4.6%
Public Services	\$ 25,185,040	\$ 18,466,110	-26.7%	\$ 39,413,290	\$ 37,618,090	-4.6%
Recreation	\$ 15,665,930	\$ 16,168,590	3.2%	\$ 24,087,690	\$ 28,124,990	16.8%
Enterprise Technology Solutions	\$ 4,585,070	\$ 5,221,830	13.9%	\$ 14,448,030	\$ 14,339,560	-0.8%
Parks	\$ 5,975,080	\$ 7,362,060	23.2%	\$ 10,265,030	\$ 14,699,780	43.2%
City Manager	\$ 13,607,772	\$ 15,966,200	17.3%	\$ 16,028,252	\$ 19,448,780	21.3%
Transportation & Engineering	\$ 3,741,300	\$ 3,145,900	-15.9%	\$ 11,302,150	\$ 11,323,930	0.2%
Finance	\$ 8,692,950	\$ 7,173,800	-17.5%	\$ 11,115,100	\$ 11,151,360	0.3%
Community Development	\$ 10,176,780	\$ 4,797,790	-52.9%	\$ 15,147,960	\$ 6,134,430	-59.5%
Planning & Buildings	\$ 6,129,710	\$ 6,026,740	-1.7%	\$ 6,508,870	\$ 6,525,830	0.3%
Law	\$ 5,085,700	\$ 5,773,010	13.5%	\$ 5,888,620	\$ 6,001,900	1.9%
Human Resources	\$ 2,672,560	\$ 1,921,030	-28.1%	\$ 2,844,960	\$ 2,236,250	-21.4%
Citizen Complaint/Internal Audit	\$ 722,200	\$ 843,980	16.9%	\$ 722,200	\$ 843,980	16.9%
<b>Non-Public Safety Sub-Total</b>	<b>\$ 127,554,732</b>	<b>\$ 112,461,360</b>	<b>-11.8%</b>	<b>\$ 196,051,082</b>	<b>\$ 198,491,820</b>	<b>1.2%</b>

In the past, many of these reductions were achieved with minimal service impact. The City's ability to continue to accomplish expenditure reductions with minimal service impact is diminished because of the 13-year history of expenditure reductions and cost shifting to eligible restricted funds. Short-term savings gained by deferred maintenance or reduced centralized oversight within administrative departments come with longer term costs. For instance, operations and maintenance costs increase as facilities and equipment become obsolete. The cost of weakening financial and management controls, while hard to quantify, are too significant to the financial health of the City to ignore.

For instance, staffing levels in the Accounts & Audits and Treasury Divisions of the Finance Department are at bare minimum levels, which has pressured the City's ability to maintain financial controls. Additional budget cuts could lead to inadequate financial controls and oversight, which could further lead to an adverse opinion by external auditors on the City's financial statements and to a downgrade of the City's bond rating. A downgraded bond rating would negatively impact the City's ability to obtain state and federal funding for its programs and initiatives as well as increase the cost of issuing debt for capital needs.

In addition to the reductions in staffing in Finance, as the chart demonstrates there have been extensive cuts to other administrative agencies such as Human Resources (HR) and Law. In HR for example, over the past 13 years, the staff has been reduced by almost one half. This has hindered HR's ability to provide timely service to departments with hiring needs. If departments are not able to fill key positions quickly this affects service delivery. In addition, the training functions for HR have been severely reduced. An untrained workforce hinders departments' ability to provide excellent services to citizens.

Over the past 13 years, All Funds non-public safety positions have been reduced by over one fourth. This has been mostly accomplished through elimination of vacant positions, attrition and the early retirement incentive. At this point, any additional cuts to administrative departments will have an adverse impact on financial controls, oversight and service delivery to line departments such as Police, Fire, Public Services, and Parks. This then has an impact on the line departments' ability to provide services to citizens.



#### PRIORITY DRIVEN BUDGETING AND THE POLICY BUDGET DIRECTION

##### Cincinnati's Priority-Driven Budgeting Initiative

As we adjust to the "new normal" of limited resources, Cincinnati, like cities across Ohio, has been faced with the dilemma of how to maximize the efficiency of its funding allocations. As part of the solution to that dilemma, the City of Cincinnati has undertaken a Priority-Driven Budgeting initiative with the assistance of the Center for Priority Based Budgeting.

Priority-Driven Budgeting is a structured process that will help City Council make funding allocation decisions based on analytical data about how programs and services help achieve results. This process will be undertaken every two years and therefore the results from the process which started in 2012 are still valid. A summary of the process is below.

##### Identified Strategic Priorities

The first stage in the process was to identify strategic priorities for the City government. Cincinnati engaged the public in this process using focus groups; open public meetings; and Facebook and Wiki pages to find out what programs and services citizens feel are most important for government to provide.

Over 240 people attended the sessions outlined below. Focus group sessions were held with the following targeted populations: City Board and Commission members; Community Council leaders; large employers; small business enterprise owners; socially disadvantaged; United Way service recipients; City Health Clinic patients; and senior citizens. Open to the public meetings were held at various locations throughout the City, including: Main Library (Downtown); Pleasant Ridge Recreation Center; Hartwell Recreation Center; Dunham Recreation Center (West Price Hill); Avondale Library; and College Hill Recreation Center.

As a result of these sessions, seven priorities were identified -- five community-oriented priorities (Safe Community; Commerce and Jobs; Well Planned and Developed Infrastructure; Inclusive, Thriving, and Livable Community; and Sustainable Built and Natural Environment) and two that are government-oriented (Leadership and Financial Stewardship and Efficient and Effective Basic Services).

##### Define Strategy Maps

The second stage was to define "strategy maps" to show the cause and effect between programs and strategic priority Results. Using words and/or images, these maps help viewers understand the cause-effect connection between activities, strategies, factors and the outcome. Summary of the strategy maps follow below:

##### Safe Community

Cincinnati recognizes that creating a safe community requires a **holistic approach to crime prevention**. In addition to maintaining **professional and responsible public safety** services, the City provides opportunities for **positive youth development, enforcement of chronic nuisance ordinances, neighborhood preservation**, and well-maintained infrastructure.

##### Commerce and Jobs

Cincinnati maintains an **attractive and thriving environment for businesses of all sizes**. The City invests in programs, incentives, and technology that support economic development and **business retention**. **Small businesses are fostered**, including those that directly support the basic needs of neighborhoods. The City is a leader in **regional development opportunities**, particularly those that result in **job creation** and encourage more individuals to locate and stay in our City. **Transportation networks** help Cincinnati residents get to their places of employment.



### **Well Planned and Developed Infrastructure**

Cincinnati provides for **timely maintenance, repair and replacement of our physical assets**. Adequate planning, funding, and **construction oversight** is provided to ensure our infrastructure remains **safe and accessible**. Affordable and reliable **multi-modal transportation** is planned for and promoted, and density is encouraged near transportation hubs.

### **Inclusive, Thriving, and Livable Community**

Cincinnati is a community comprised of **healthy, attractive, and livable neighborhoods** that **embrace our diversity** and offer a **variety of housing options** for all ages and income levels. The City **cares for our most vulnerable populations** by ensuring health, welfare, and social services are provided **equitably** across the community. The City provides **quality parks** and a variety of **recreational opportunities and cultural amenities** that contribute to a high quality of life.

### **Sustainable Built and Natural Environment**

Cincinnati has developed a reputation for **high environmental standards** by implementing and encouraging **sustainable practices** and exploring new **green technology**. Our **historical assets are properly maintained**, and a **proactive code enforcement** program ensures our residents live in safe and healthy buildings. Education and opportunities for **citizen and business participation** in environmentally sensitive initiatives is provided. The City aggressively **maintains its active and passive open spaces** and **leverages its natural assets** to beautify the City.

### **Leadership and Financial Stewardship**

City leaders model **civility, cooperation, and open-mindedness** in seeking **long term financial solutions** that benefit the community. Our leaders instill **trust**, demonstrate **accountability**, and exercise **stewardship** as they deliberate with **transparency**, ensuring that all residents have **equal access to information** about their City government. The City **supports our public education system** and **works collaboratively with other elected officials** from all government sectors throughout the region to identify long-term regional solutions. They actively engage with the community and recognize the value of **citizen input and interaction**. The City **fosters and supports aspiring leaders** throughout the community.

### **Efficient and Effective Basic Services**

Cincinnati ensures the delivery of **high quality basic services** by maintaining an **effective, efficient and well-trained workforce**, regularly **investing in technology, equipment** and other resources, and **communicating with residents and businesses regularly** to understand how responsiveness may be enhanced to meet the needs of the community. The City makes decisions to increase its operational efficiency and reduce redundancies based on **data and proven results**. This includes **regularly reporting on performance indicators** and pursuing **alternatives methods of service delivery** when they are in the community's best interest.

### **Identified Departmental Programs and Services**

The third stage was to identify programs and services within each department. Differentiating programs and services across the entire city organization, as opposed to comparing the departments which provide those services, allowed for better prioritization. We identified all programs and services that the City offers and defined discrete decision units for evaluation. Department staff played a key role in creating this list, describing the programs, and estimating the current cost to provide each of these programs and services.

### **Scored Programs and Services and Peer Review**

In the fourth stage, departments scored the programs based on several factors, including the effectiveness in achieving each of the strategic priorities, as well as the program's basic attributes: the degree to which it





impacts the strategic priorities, whether or not the City is mandated to provide the service/program; any changes in the demand for the service/program; the level of cost recovery for the service/program; and whether or not other options exist to provide the service/program.

Once each department had completed its self-measurement process, a peer-review Team reviewed each department's programs to confirm the rankings and correct any discrepancies that may have occurred. Members of the peer-review team could not review their own department, ensuring objectiveness and "quality control" throughout the process.

#### **Surveyed Residents for Program and Service Weights**

The fifth stage of the process involved assigned weights to each of the Strategic Priorities. We included a second round of public engagement through a web-based survey, in-person survey, and statistically valid mail survey to find out what is most important to Cincinnati residents and businesses. The surveys were designed with two goals in mind – to determine the validity of the Strategic Priorities; and to evaluate the relative weight of each of the seven Strategic Priorities.

In this step, citizens were also asked to rank the community-oriented Strategic Priorities. In the survey, each resident was given a total of \$100 to spend on city services. The respondent could spend the \$100 on any combination of five categories, with more money representing a higher priority. The consultants then measured the number of respondents who spent money towards a service and how much money was spent.

This allowed Cincinnati to quantify public sentiment and move forward on a budget process that was representative of the wants of the population. We had over 2,400 respondents - 1,672 to the web-based survey, 665 to the statistically valid mail survey, and 66 to the in-person survey - and all surveys validated the Strategic Priorities and ranked them in the same order of importance. The scored and weighted programs were compiled and separated into quartiles in order to compare the programs. This will evaluate how the services/programs achieve the Strategic Priority Results, and to what degree this occurs.

#### **Analyzed Results in Diagnostic Tool**

In the sixth stage, we received the Center for Priority Based Budgeting's Resource Allocation Diagnostic Tool to provide City leaders a way to analyze the quantifiable information about our programs. We can filter by the Basic Attributes, by Fund, by Department, by Strategic Priority area, etc., and see the program rankings in quartiles one through four. Those programs that are most relevant to achieving results are in the higher quartiles. The tool presented a visual representation of the results of the Priority-Driven process and allowed officials to more easily compare priorities and allocations.

#### **Analyzed Results Based on City Council Policy Direction**

In June 2012, the City Council received the results of the Priority-Driven Budgeting initiative and provided this budget policy motion with direction for formulating the upcoming biennial operating budget: "That the Administration construct a budget based on the following factors:

- *Use the information from the Priority-Driven Budget process to recommend elimination or reduction of functions based upon whether other organizations or entities are serving the same populations or providing the same function. If this is the case, the administration should outline a method of transitioning individuals to the other services or programs.*

**Administration Response:** Departments were asked to review this policy direction. In the FY 2013 Budget both the Juvenile Firesetter program and the Child Seat Installation program which were quartile 4 services provided by other entities and were eliminated. In addition in the FY 2014 Budget the Tire Collection Program (quartile 3), closure of five pools (quartile 4) and one community center (quartile 4) are additional



examples of services that are eliminated where there are alternatives. Citizens can call private haulers for tire collection. Citizens can travel to other city pools or community center or join private pool/fitness facilities. All of these alternatives would cost citizens more.

- *Recommend changes to mandated programs that exceed the minimum requirements of the mandate.*

**Administration Response:** Departments were asked to review this policy direction. There are 19 programs in the General Fund which are ranked quartile 3 or 4 but which are mandated. Of these 19 programs, four programs in Human Resources (Civil Service Commission, Civil Service Testing and Selection, Classification and Compensation, and Employee Relations) are under review to use technology to provide more efficient cost effective service, one is in Health (Vital Statistics) and is under review to establish new sites and methods to issue birth and death certificates, which will generate additional revenues, and one in Police (Evidence & Property Management Section: Court Property Unit) is under review for a service sharing arrangement; one program (Cemetery Maintenance) has been reduced based on a service review savings from contracting out the maintenance work. The remaining 13 programs are not anticipated to change significantly as part of this budget.

- *Identify functions that can be shared with other political jurisdictions.*

**Administration Response:** Departments were asked to review this policy direction. This budget includes the co-location of the Hamilton County Permitting function at the City's One Stop Permitting Center. In addition to this, there are 17 programs/services which departments propose to be candidates for service sharing with other jurisdictions. Because service sharing arrangements take time implement, these are not reflected in the budget. However, the administration is pursuing the proposals in Table V for implementation during the next two years. An Administration Update on the current status is provided.

*Table V - Service Sharing Proposals*

Policy Directive	Target Date	Responsible Department/Party	Key Stakeholders	Description	Administration Update
Municipal Demolition Crew	2013	Community Development	Community Development; Private Demolition Companies	This proposal would create a municipal demolition crew as part of the Moving Ohio Forward Grant.	This proposal has not moved forward because of the lack of upfront capital needed to purchase equipment necessary to provide such a service. Potential sources from both the City and the Hamilton County Land Reutilization Corporation have been exhausted.

## City Manager's Message

### Priority Driven Budgeting and the Policy Budget Direction



Policy Directive	Target Date	Responsible Department/Party	Key Stakeholders	Description	Administration Update
Expand Procurement Services to Other Municipalities	2013	Finance	Finance; Other Local Jurisdictions	City procurement would offer services to other municipalities in the region.	Purchasing is already involved in shared procurement services as any Ohio political subdivision can use our contracts. Such language is included in all Purchasing bids/contracts. Several local political subdivisions are using the City's road salt contract. The department will begin to more actively solicit other local political subdivisions to participate in our bids or to allow Purchasing to bid materials/services for the other subdivisions.
Centralize Printing Stores	1/1/2014	Finance	Finance; Other City Departments	Printing Stores would handle all large printing services for City departments. Savings will be realized by other City agencies by reducing duplicate staff duties and equipment and by receiving the discounted rates negotiated by Printing Stores with postage (bulk rates), reproduction, and office supply suppliers.	The Finance Department's Purchasing Division is in the process of finalizing a new Administrative Regulation regarding the Centralizing of Printing Stores by this month.
Expand Taxpayer Services to Other Municipalities	N/A	Finance	Finance; Other Local Jurisdictions	The Income Tax Division would perform tax collection services for other local municipalities. A fee would be charged to the municipalities for this service.	The Finance Department's Income Tax Division is in the process of working with the Law Department to develop a draft plan regarding Expansion of Taxpayer Services to Other Municipalities.
Usage of Training Facilities by Other Entities	1/1/2014	Fire	Fire Department; Other Regional Fire Departments; Other Local Jurisdictions	Currently other entities utilize Fire Department Training Facilities under a shared agreement but are not charged. This proposal would add a service charge for use of the Training Facilities.	The department is currently reviewing a contract with Anderson Township. The layoff of firefighters would nullify any automatic mutual aid agreement. Negotiations with Anderson Township will resume when the laid off firefighters return to work.



Policy Directive	Target Date	Responsible Department/Party	Key Stakeholders	Description	Administration Update
Cincinnati Human Resources Information System (CHRIS) Joint Licensing Venture	2013	Human Resources	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	This proposal would provide access to the Cincinnati Human Resources Information System (CHRIS) to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford a large expenditure for their Human Resources Information System.	The Human Resources Department in partnership with ETS is currently working to enhance the internal capacity through implementation of the modules currently owned by the City. Upon completion of the project work, the department will be able to introduce the system as a complete package to local agencies.
Civil Service Commission Cost Sharing with Cincinnati Board of Education	2013	Human Resources	Human Resources; Cincinnati Public Schools (CPS); Cincinnati Board of Education	This proposal would provide Civil Service Commission services and share related expenses with the Cincinnati Public Schools (CPS) and the Cincinnati Board of Education.	The Human Resources Department is currently collecting data to evaluate the span of Civil Service work being performed for the Cincinnati Board of Education to determine the appropriate cost levels.
Civil Service Testing Services	2013	Human Resources	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	This proposal would provide Civil Service Testing to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for this service.	In an effort to prepare to provide this service to local agencies, the Human Resources Department just completed implementation of the NEOGOV applicant system and is currently restructuring the examination process. Upon completion of the restructuring process, the department will introduce the examination model to local agencies for shared services.
Service Provider of Compensation and Classification Expertise	2013	Human Resources	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	This proposal would provide Compensation and Classification services to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for these services.	The Human Resources Department is currently restructuring its programs to establish service opportunities for local agencies across the functional areas of HR. It is the department's goal to have the restructuring completed by July 2013.

## City Manager's Message

### Priority Driven Budgeting and the Policy Budget Direction



Policy Directive	Target Date	Responsible Department/Party	Key Stakeholders	Description	Administration Update
Service Provider of Investigations and Policy Writing Expertise	2013	Human Resources	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	This proposal would provide Investigations and Policy Writing services to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for these services.	The Human Resources Department is currently restructuring its programs to establish service opportunities for local agencies across the functional areas of HR. It is the department's goal to have the restructuring completed by July 2013.
Service Provider of Contract Negotiations Expert Services	2013	Human Resources	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	This proposal would provide Contract Negotiations services to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for these services.	The Human Resources Department is currently restructuring its programs to establish service opportunities for local agencies across the functional areas of HR. It is the department's goal to have the restructuring completed by July 2013.
Service Provider of Training Expertise	2013	Human Resources	Human Resources; Hamilton County; Cincinnati Public Schools (CPS); Other Local Jurisdictions	This proposal would provide Training services to other local governments including Hamilton County, the Cincinnati Public Schools (CPS), and other local jurisdictions that are small and cannot afford consulting fees for this service.	The Human Resources Department is currently restructuring its programs to establish service opportunities for local agencies across the functional areas of HR. It is the department's goal to have the restructuring completed by July 2013.
Regional Crime Lab	2013	Police	Police Department; Hamilton County Sheriff's Office; Other Police Departments	A Regional Crime Lab would be pursued to be shared by the Police Department and the Hamilton County's Sheriff's Office to achieve economies of scale in forensic science. Other Police Departments could gain access to the services of the Crime Lab.	The Cincinnati Police Department has met with the Hamilton County Coroner, and discussions concerning a Regional Crime Lab are ongoing.
Greenspace Service Betterment	1/1/2014	Public Services	Public Services; Parks; Recreation Department; Hamilton County Sheriff's Office; Keep Cincinnati Beautiful (KCB); Citizens	This proposal would utilize greenspace maintenance staff from the departments of Parks, Recreation and the Hamilton County Sheriff's Office. These crews would supplement the Department's greenspace crews. Anticipated incremental savings cannot be determined at this time.	Upon consultation with Parks, Recreation, and the Hamilton County Sheriff's Office, this proposal cannot be implemented.



Policy Directive	Target Date	Responsible Department/Party	Key Stakeholders	Description	Administration Update
Bicycle Infrastructure Cost Sharing	1/1/2014	Transportation & Engineering	Department of Transportation & Engineering (DOTE); Hamilton County; Other Local Jurisdictions Adjacent to the City of Cincinnati; Bicycle Riders	Bicycle Infrastructure Cost Sharing with neighboring municipalities that share or may share access to the infrastructure is being pursued. Cost savings will be primarily capital in nature.	There is no update at this time.
Traffic Signal Cost Sharing	1/1/2014	Transportation & Engineering	Department of Transportation & Engineering (DOTE); Hamilton County; Other Local Jurisdictions Adjacent to the City of Cincinnati; Citizens	Currently, the Department of Transportation & Engineering (DOTE) has agreements with various public and private entities to operate and service certain traffic signals where the signals are situated across the corporation line or where the signals are interdependent in their operation. DOTE could pursue agreements to operate and service additional traffic signals to neighboring municipalities. This proposal is in the early stages of conceptualization, and demand for these services would be investigated in 2013. Therefore, estimated savings are not available at this time. Depending on the scope of these agreements additional personnel may be required.	The Department of Transportation and Engineering (DOTE) currently has traffic signal agreements at eighty-eight intersections. Twenty-eight of the intersections are at interstate ramps. Seven of the intersections are at boundaries with Hamilton County or the City of Norwood. Fifty-three of the intersections are at driveways with private entities within the City. Each year a bill is submitted to each entity that includes the incurred energy and maintenance costs for the previous year. The existing agreements do not include provisions to recover DOTE administrative or engineering costs. If recovery of those costs is desired, DOTE would need to estimate administrative and engineering costs and then renegotiate all of the agreements. DOTE could also pursue agreements to operate and service additional traffic signals within neighboring jurisdictions. First, it must be determined if the Public Services Department has the capacity to effectively provide services outside the City boundary without diminishing service to the City.



Policy Directive	Target Date	Responsible Department/Party	Key Stakeholders	Description	Administration Update
Client Services Cost Sharing	1/1/2014	Transportation & Engineering	Department of Transportation & Engineering (DOTE); Hamilton County; Other Local Jurisdictions	The department offers project design, engineering, construction management, and project management services to other City departments. The department is reimbursed at the prevailing salary of the staff providing the work plus benefits. By the continued use of Client Services, costs to other City departments are less than if an outside consultant is hired to provide these services. These services may be marketable to other agencies outside the City.	There is no update at this time.

- Identify functions that, rather than eliminate them, can be made self sufficient through the establishment of a fee structure."

**Administration Response:** Departments were asked to review this policy direction. There are seven programs/services that are increasing fees or establishing fees to cover their costs in FY 2013. In addition, in FY 2014 there are an additional eight programs/services that are increasing fees or establishing fees to cover costs in FY 2014. Please see the Taxes and Fees section of this document for more details. Finally, there are an additional seven programs/services where new or expanded fee structures in order to cover their costs are being explored. These are not reflected in the budget, but the administration is pursuing the proposals in Table VI for implementation during the next two years. An Administration Update on the current status is provided.

*Table VI – Revenue Generation Proposals*

Lead Department	Initiative Name	Brief Description	Key Stakeholders	Status	Target Date
Emergency Communications Center (ECC)	E9-1-1 Cell Phone Fee Funding Extension/ Changes	The 9-1-1 Cell Phone Fee is collected by the State of Ohio via a charge on each individual cell phone bill. These funds are then distributed to the counties who, in turn, distribute them to Public Safety Access Points (PSAPs). This fee is scheduled to sunset on December 31, 2012. Legislation is being considered that would either extend the current legislation or replace the current legislation with a new system for collecting and distributing the 9-1-1 Cell Phone Fee.	Emergency Communications Center (ECC); Citizens	9-1-1 Cell Phone Fee legislation became effective on December 20, 2012. This legislation reduced the monthly surcharge from 28 cents to 25 cents with no sunset provision. This bill also established a Prepaid Wireless 911 Surcharge of .50% at point-of-sale to become effective January 1, 2014. Prior to this date, Prepaid Wireless Service Providers are expected to collect and remit the surcharge.	01/01/13



Lead Department	Initiative Name	Brief Description	Key Stakeholders	Status	Target Date
Finance	Implement an Online Storefront for Printing Stores	This proposal would implement an online storefront and market Printing Stores for reproduction and supply needs to other entities. Printing Stores would be a "one stop" shop with fast and effective online ordering and competitive rates to allow outside agencies to receive the City's discounted pricing.	Finance; Enterprise Technology Solutions (ETS); Other Local Jurisdictions	In Progress	06/01/13
Finance	Increase Employee Contribution to Healthcare	The Administration will be negotiating with the various union groups to raise the premium share for employees to 10%, increase deductibles to \$500/ \$1000, and raise out of pocket maximums to \$2,000/ \$4,000 for CY 2014 and beyond. The employer healthcare costs for FY 2014 assumes that non-represented employees and employees within the AFSCME and CODE bargaining units will have healthcare plans with the proposed increase in cost sharing for employees in the 2014 calendar year. The FY 2015 budget assumes that all employees will have increased premium cost share plans in the 2015 calendar year.	Finance; Human Resources; Budget & Evaluation; City Employees	In progress	01/01/14
Health	Vital Statistics Satellite Sites	The department is exploring how to establish new sites and methods to issue birth and death certificates. In 2012, the State of Ohio implemented a new software system that allows local health departments to issue birth certificates from the state database of scanned certificates. The Vital Statistics group is exploring options on how this change will allow the city to open satellite sites. Also, the city is also deploying an unmanned kiosk for taking orders at UC Health. While this kiosk does not issue any certificates (they are mailed), this process allows the person ordering the certificate to avoid a trip to the Vital Statistics' office. There is no projected revenue enhancement.	Health Department; Citizens; Business Community	There is no update at this time.	2013
Metropolitan Sewer District (MSD)	Incineration Services	The Metropolitan Sewer District (MSD) is seeking additional customers to sell excess capacity in the incinerators at the Mill Creek and the Little Miami Wastewater Treatment Plants. MSD currently sells excess capacity to Butler County for a fee.	Metropolitan Sewer District (MSD); Other Wastewater Treatment Facilities in the Area; Ratepayers	There is no update at this time.	Mid-Year 2013





Lead Department	Initiative Name	Brief Description	Key Stakeholders	Status	Target Date
Police	Alarm Registration Fee	The Police Department is researching an alarm registration fee for all new and renewed residential alarms within the City. This action would require City Council to amend the False Alarm Ordinance.	Police Department; Finance Department; Citizens	There is no update at this time.	2013
Police	Background Investigation Fee	The Police Department currently provides background investigations to other city departments at no charge. This proposal would implement a fee charged to other city departments for cost reimbursement.	Police Department; Other City Departments	There is no update at this time.	2013
Public Services	Dumpster Service to City Departments	This proposal would charge fees to other City Departments who utilize the Department's dumpster service. Anticipated incremental savings cannot be determined at this time.	Public Services; Parks; Recreation Department; Health Department; Greater Cincinnati Water Works (GCWW); Metropolitan Sewer District (MSD); Fleet Services	Under review for possible implementation in the FY 2015 Budget	01/01/14

### Budget Balancing

Senior leadership evaluated the City-wide results with a focus of review quartile 3 and 4 programs at a City Manager's Retreat to determine additional program reductions, changes and/or eliminations. Based in part on that retreat and follow-up analysis by the Budget Staff the following Priority Driven Budgeting, Quartile 4 programs are reduced or eliminated in the FY 2013 Stub budget and the FY 2014 budget:

- Human Services Policy Funding is reduced (\$721,150) and Center for Closing the Health Gap is reduced (\$100,000)
- Media Bridges Support is eliminated (\$300,000)
- Neighborhood Support Program (NSP) and Neighborhood Business District (NBD) Funding is reduced to \$2,500 each neighborhood group (\$279,950)
- Mounted Patrol is eliminated (\$188,350 total, incremental 2014 amount is \$95,000)
- Close five pools after the 2013 pool season (167,653)
- Juvenile Firesetter Program is eliminated (\$84,100)
- Funding for the Greater Cincinnati Chamber of Commerce is reduced (\$75,000)
- Closed captioning for Citicable is eliminated (\$60,213)
- Downtown and Neighborhood Gateways Program is eliminated (\$57,480)
- Maintenance of Wesleyan Cemetery is reduced (\$57,000)
- The Claims program in Law is reduced (\$55,664)
- Arts Grants is eliminated (\$50,000)
- Funding for the African American Chamber of Commerce is reduced (\$50,000)
- A contract with Hamilton County Social Services to provide services related to the Cincinnati Initiative to Reduce Violence (CIRV) will be eliminated (\$50,000)
- Funding for the Greater Cincinnati Film Commission is reduced (\$25,000).
- Child Seat Installation Service is eliminated



- (\$200 in direct costs plus time and training)

The following Quartile 3 programs are reduced or eliminated

- Maintenance and miscellaneous expenses in Recreation are reduced (\$289,969)
- Funding for the Greater Cincinnati Energy Alliance to perform reduced cost home energy audits for City residents is eliminated (\$150,000)
- Close one community center (127,705)
- Reduction of a Chronic Nuisance Attorney (\$115,648)
- The City's Energy Management Program is eliminated (100,015)
- The Community Prosecution program in the Law Department will be eliminated (\$83,857)
- The Delinquent Accounts/Receivables program will be eliminated (\$75,460)
- The Claims Program in the Law Department will be eliminated (\$55,680)
- The Urban Agriculture program is eliminated which includes \$35,000 for the Cincinnati Civic Garden Center and \$15,000 for an outside, urban agriculture consultant (\$50,000 total).
- Decrease field recycling for city facilities (\$15,571)
- Funding for Keep Cincinnati Beautiful is reduced (\$11,550)

There are no Quartile 1 or 2 program that will be completely eliminated. However, there are Quartile 1 and 2 programs that will be reduced as follows:

- Funding for environmental inspections for restaurants/homes/abandoned tires is reduced (\$763,225)
- Funding for General Counsel services is reduced (\$248,686)
- Funding for Park Maintenance is reduced (\$157,233)
- Funding for Misdemeanor Prosecution services is reduced (\$89,936)

In addition, Police and Fire services are generally ranked in Quartile 1 and 2. However, Police has \$27.5 million in Quartile 3 and 4 programs and their total FY 2014 cut is \$8.8 million. Fire has \$3.3 million in Quartile 3 and 4 programs and their FY 2014 total cut is \$3.0 million. Both Police and Fire plan to reorganize staffing in order to minimize the impact on street strength however, even with the reorganization Quartile 1 and 2 services will be impacted.

### **Priority Driven Budgeting Community Engagement**

Community Engagement didn't stop with the identification of the seven community priorities. Budget staff held four follow-up meetings with a group of community leaders, community council leaders, the public at large, and a focus group related to the Office of Environmental Quality programs to discuss the results and next steps in the budget process. The Administration is also in the process of convening a citizens budget committee to guide decisions on how to engage citizens in the preparation of the next biennial budget.

The Diagnostic Tool provided data to start discussions about the programs and services we provide to help the City analyze programs and services for cost savings, revenue enhancements and budget reductions. All of the analysis conducted allowed the City to more strategically allocate resources, and provide citizens more transparency, as well as a clearer understanding of the budget decisions as we move forward.



While it is the first year Cincinnati has engaged in priority-driven budgeting to this extent, it provides a foundation for examining the services and programs the City provides that are important to the people the City serves. A list of each Program identified in the Priority Driven Budgeting process and its status in the FY 2014-2015 Budget is included as Appendix A.

### BUDGET ASSUMPTIONS

The following summary includes the major assumptions used in developing the Fiscal Years 2014-2015 Recommended Biennial Operating Budget.

1. In FY 2014 and FY 2015, all employees in full-time classifications are budgeted for a 1% cost of living adjustment. These cost of living adjustments, or "COLAs", will become effective on the contract anniversary date for each employee group. Non-represented employees will have the same COLA effective date as the Cincinnati Organized and Dedicated Employees (CODE) bargaining unit. As existing labor contracts expire in FY 2014 and FY 2015, the Administration will continue to negotiate with that position.
2. Step increases are funded pursuant to union contracts in FY 2014 and FY 2015. Step increases range from less than 2% to over 4% for most union positions that are not at the top of the respective salary ranges. A 3% merit increase for non-represented employees, based on annual evaluations, who are not at the top of the respective salary ranges is also budgeted in FY 2014 and FY 2015. Of all full-time City employees, over 90% are represented and less than 10% are non-represented.
3. Due to the limited nature of General Fund resources, five cost savings days for Senior Management positions and Executive positions in General Fund departments have been implemented for FY 2014. This equates to a 1.9% reduction in salary.
4. Overtime and compensatory time are still eliminated except for emergencies for non-represented staff. Table VII lists the budgeted overtime expenses for all full-time employees by employee group in the General Fund, Non-General Funds (including Enterprise Funds), and in All Funds.

Table VII – Budgeted Overtime

Department Type	FY 14 General Fund	FY 15 General Fund	FY 14 Non-General Fund	FY 15 Non-General Fund	FY 14 All Funds	FY 15 All Funds
Public Safety	\$ 6,180,108	\$ 6,158,432			\$ 6,180,108	\$ 6,158,432
Non-Public Safety	\$ 1,135,117	\$ 1,123,465	\$ 3,948,615	\$ 4,070,962	\$ 5,083,732	\$ 5,194,427
Grand Total	\$ 7,315,225	\$ 7,281,897	\$ 3,948,615	\$ 4,070,962	\$ 11,263,840	\$ 11,352,859

5. The Mayor and Members of City Council have not voted for a raise; therefore, the recommended budget includes a 0% increase for the Mayor and City Council.
6. The City's pension system (Cincinnati Retirement System or CRS) is funded at a 22% employer contribution rate for the 2014 calendar year and at a 24% employer contribution rate for the 2015 calendar year. This is an increase from the 20% pension employer contribution rate in the FY 2013 Stub Budget. Due to how the City's new fiscal year and the calendar year overlap, the effective CRS employer contribution rates for FY 2014 and FY 2015 are 21% and 23%, respectively. As half of FY 2014 is in the 2013 calendar year, the first half of the year is subject to the current 20% employer contribution rate, and the second half is subject to the 2014 contribution rate of 22%. This same concept explains why the FY 2015 contribution rate does not match the 24% for the 2015 calendar year. These contribution rates are consistent with the Administration's three year plan to implement motion #201100251 approved by City Council, which provides for a 24% employer contribution rate. It is also compliant



with City Council approved Ordinance #0417-2008, which indicated the City's intent to provide employer funding to the Cincinnati Retirement System at a rate of not less than 17%. The budget also provides for the employer's share of participants in Ohio Public Employees Retirement System at 14%, Ohio Police Pension at 19.5%, and the Ohio Fire Pension at 24%.

7. All City employees are on the "80/20 Plan" for healthcare. Under the "80/20 Plan", the employee pays a deductible and then pays 20% of all in-network healthcare expenses up to \$1,200 for a single plan and \$2,400 for a family plan. Due to relatively stable healthcare costs in 2012 that resulted in a fund surplus, the healthcare premium will not increase in calendar year 2014 even though the cost of healthcare is estimated to increase at 7.5%. In addition, the Administration will be negotiating with the various union groups to raise the premium share for employees to 10%, increase deductibles to \$500/\$1000, and raise out of pocket maximums to \$2,000/\$4,000 for CY 2014 and beyond. The employer healthcare costs for FY 2014 assumes that non-represented employees and employees within the AFSCME and CODE bargaining units will have healthcare plans with the proposed increase in cost sharing for employees in the 2014 calendar year. The FY 2015 budget assumes that all employees will have increased premium cost share plans in the 2015 calendar year. Even with the assumption that all employees will have a larger share of the healthcare plan premiums in the 2015 calendar year, healthcare costs are still expected to increase by 5% between the 2014 and 2015 calendar years.
8. Table VIII lists all the supervisors within non-represented and CODE employee groups, regardless of funding source, as of the last quarter of 2012. Due to time constraints faced in this budget development process, sufficient time was not available to modify the data provided to incorporate the staffing changes that will result from the FY 2014 Recommended Operating Budget. Across all funds at the time of data compilation in 2012, the supervisor to employee ratio was 1 supervisor to 5.48 employees. Please note that this ratio does not include supervising contractors, the inclusion of which would increase the ratio. In addition, it should be noted that not all CODE or Division 0 non-represented employees are supervisors. These two salary divisions, while commonly referred to as "middle management" by some parties, primarily represent employees in technical/professional classifications and may not supervise any employees at all. Examples include Senior Accountants, Senior Engineers, Computer Programmer/Analysts, Dieticians, and Graphic Designers. Lastly, the majority of supervisors are working supervisors with their own work product. (E.g. a Principal Engineer who supervises other engineers as well as manages his/her own projects like the Waldvogel Viaduct). This is especially the case in the past few years as the need close General Fund budget deficits has resulted in fewer positions having to carry out the same amount of work and responsibilities.



*Table VIII – Supervisor to Employee Ratio*

Department	CODE & Non-Represented Total	Supervise?		Number of Employees Supervised	Number of Employees Per Supervisor
		No	Yes		
Citizen Complaint/Internal Audit	10	7	3	9	3
City Manager's Office	53	39	14	53	3.79
Community Development	29	20	9	54	6.00
Enterprise Technology Solutions	79	60	19	85	4.47
Finance	61	38	23	98	4.26
Fire	16	12	4	22	5.50
Health	130	59	71	398	5.61
Human Resources	17	13	4	19	4.75
Law	68	59	9	67	7.44
Parks	42	10	32	269	8.41
Planning & Buildings	34	24	10	69	6.90
Police	33	25	8	118	14.75
Public Services	58	22	36	375	10.42
Recreation	60	14	46	286	6.22
Retirement	9	6	3	9	3.00
Sewers	278	163	115	555	4.83
Transportation & Engineering	93	41	52	158	3.04
Water Works	195	73	122	537	4.40
<b>Grand Total</b>	<b>1265</b>	<b>685</b>	<b>580</b>	<b>3181</b>	<b>5.48</b>

9. Table IX summarizes the budget changes between the 2012 Approved Budget and Fiscal Years 2014 and 2015 for training and non-local travel in the General Fund and in All Funds. An across-the-board General Fund cut of \$100,000 was implemented for training and non-local travel expenditures in both FY 2014 and FY 2015 to mitigate some personnel reductions. Much of the training and travel recommended is for certification and professional needs or to allow for economic development opportunities.

*Table IX – Training and Non-Local Travel Comparison*

	CY 2012 Approved	FY 2013 Stub Approved	FY 2014 Recommended	\$ Change FY 2014	% Change FY 2014	FY 2015 Recommended	\$ Change FY 2015	% Change FY 2015
Training - General Fund	\$ 103,810	\$ 76,426	\$ 92,113	\$ (11,697)	-11%	\$ 96,719	\$ (7,091)	-7%
Training - Non-General Fund	\$ 948,948	\$ 364,461	\$ 900,340	\$ (48,608)	-5%	\$ 871,519	\$ (77,429)	-8%
<b>Training - All Funds</b>	<b>\$ 1,052,758</b>	<b>\$ 440,887</b>	<b>\$ 992,453</b>	<b>\$ (60,305)</b>	<b>-6%</b>	<b>\$ 968,238</b>	<b>\$ (84,520)</b>	<b>-8%</b>
Non-Local Travel - General Fund	\$ 84,211	\$ 41,006	\$ 51,195	\$ (33,016)	-39%	\$ 53,761	\$ (30,450)	-36%
Non-Local Travel - Non-General Fund	\$ 574,051	\$ 257,355	\$ 693,091	\$ 119,040	21%	\$ 529,748	\$ (44,303)	-8%
<b>Training - All Funds</b>	<b>\$ 658,262</b>	<b>\$ 298,361</b>	<b>\$ 744,286</b>	<b>\$ 86,024</b>	<b>13%</b>	<b>\$ 583,509</b>	<b>\$ (74,753)</b>	<b>-11%</b>

10. Car allowances and take home car privileges are funded in the budget; however, these continue to be reduced where possible within the FY 2014-2015 Recommended Biennial Operating Budget.
11. Fuel costs are budgeted at \$3.64 per gallon. The Administration continues to use fuel hedging as a tool to help with level budgeting for fuel purchases in FY 2014; however, fuel hedging is not a method to save long term since ultimately the City will pay for variances in the fuel price.



12. Snow removal and winter operations will still be focused toward the goal of treating all City streets within 24 hours of a snow event. The City is currently negotiating the 2014 granular salt contract and anticipates a small increase over the 2013 amount of \$64.02 per ton. The City is continuing its investment in beet juice, which adheres to road surfaces longer and can reduce the need for repeated treatment trips over the same roadway, and calcium chloride, which can melt snow and ice faster at lower temperatures.
13. The Recommended FY 2014-2015 Biennial Budget includes the elimination of the subsidy for City services provided to Heritage Events. Currently, the City waives 90% of the City's costs for the four not-for-profit cultural/heritage events, which are the Findlay Market Opening Day Parade, the St. Patrick's Day Parade, the Black Family Reunion, and Juneteenth. This subsidy was established on February 28, 2008 through the City Council's approval and filing of Document No. 200701075. Elimination of the current 90% subsidy would result in approximately \$36,000 in annual General Fund expenditure savings.
14. The Human Services funding, which includes Center for Closing the Health Gap and Cincinnati Human Relations Commission (CHRC) funding, is decreased from \$2.09 million in the 2012 Approved Budget to \$1.4 million in FY 2014 and FY 2015 due to the limited nature of General Fund resources. This includes \$1 million for Human Services, \$299,000 for CHRC, and \$100,000 for Center for Closing the Health Gap.
15. No arts funding is budgeted for FY 2014 or FY 2015 due to the limited nature of General Fund resources.

## **TAXES & FEES**

### *Property Tax Millage Rate*

The current property tax millage operating purposes for CY 2013 is 4.60 mills. The City Council approved CY 2014 millage rate for General Fund operating purposes is 5.70 mills, which the Hamilton County Auditor has determined will yield \$26.6 million in property tax revenue to the City during that calendar year. This equates to an additional \$2.5 million in revenue for both FY 2014 and FY 2015. The City Charter authorizes a property tax levy of up to 6.1 mills for the General Fund operating budget. The Administration is proposing to fully restore the property tax millage to 6.1 mills in CY 2015, which would generate a total of \$1.3 million in additional revenue for the second half of FY 2015. This increase in the General Fund millage would equate to a \$34 annually increase to a homeowner of a \$100,000 house.

The current CY 2013 millage for debt service, which is necessary to pay principal and interest to holders of City notes and bonds, is set at 6.25 mills. The CY 2014 millage for debt service is set at 6.50 mills, which is necessary to pay principal and interest to holders of City notes and bonds including the debt on \$27.9 million in one-time capital projects included in the FY 2013-2014 General Capital Budget. As a result, the total tax millage rate for CY 2013, including the millage for operating purposes and debt service, is 10.85 mills. In comparison, the total tax millage for CY 2014 and CY 2015, including the millage for operating purposes and debt service, is 12.20 mills and 12.60 mills, respectively.

### *Prevailing Wage Training and SBE Networking Session Fees*

The Recommended FY 2014-2015 Biennial Budget includes the implementation of a Prevailing Wage Training fee and a Small Business Enterprise (SBE) Networking Session Fee to cover the costs incurred by the Office of Contract Compliance to support these activities. The City will charge contractors and subcontractors \$6.00 per participant for the prevailing wage training sessions it holds periodically. Fees for this type of training are charged by other entities, and the State of Ohio, for example, charges participants a fee of \$5.00 to \$10.00 for the prevailing wage training it conducts.



In addition, the City will charge \$25 to \$100 for table/booth sponsorship at the SBE Networking Sessions the City holds periodically. The amount of the fee would be dependent upon both the event and the size of the table/booth being sponsored. Other organizations such as the Cincinnati USA Regional Chamber of Commerce and the African American Chamber of Commerce charge between \$25 and \$100 to sponsor tables/booths when hosting outreach or networking events. Implementation of the Prevailing Wage Training Fee and the SBE Networking Session Fee would generate approximately \$2,400 within the General Fund for both FY 2014 and FY 2015.

#### *CRA Residential Tax Abatement Application Fee*

The Recommended FY 2014-2015 Biennial Budget includes a \$75.00 service fee for Community Reinvestment Area (CRA) residential tax abatement applications that are subsequently approved. The CRA Residential Tax Abatement allows property owners to pay property taxes on the pre-improvement value of their property for ten to fifteen years in order to incentivize certain types of property improvements. Currently no fees are collected. Implementation of the CRA Residential Tax Abatement Application Fee would generate approximately \$23,525 within the General Fund for FY 2014 and \$27,525 for FY 2015.

#### *800 MHz Radio System Non-City User Fee*

The Recommended FY 2014-2015 Biennial Budget includes billing each non-City user of the City's 800 MHz Radio System a monthly amount of approximately \$28 per radio. Billing each non-City agency with access to the 800 MHz Radio System at this rate will generate approximately \$33,000 in General Fund revenue per year. Other users of the City system include the City of Norwood, Railroad Police, the U.S. Coast Guard, and various others.

#### *Application Fee for Various Licenses Issued through the City Treasury*

The Recommended FY 2014-2015 Biennial Budget includes charging a \$50 application fee for applicable licenses that are issued through the City Treasury. The licensing fee would apply to the following licenses:

##### Amusement Licenses for:

- Amusement Parks
- Ball grounds
- Cabarets
- Circuses
- Skating Rinks
- Theaters

##### Business and Merchandising Licenses for:

- Antique Dealers
- Appliance Dealers
- Rooming Houses

##### Police and Protective Licenses for:

- Auto Salvages
- Junk Dealers – Pushcart and Vehicle
- Second Hand Auto Dealers



- Second Hand Dealers

Currently, the City does not charge an application fee for the aforementioned license types. The estimated General Fund revenue generated from implementation of the \$50 application fee would be approximately \$4,200 per year.

#### *Income Tax Late Payment Fee and Non-Filing Penalty*

The Recommended FY 2014-2015 Biennial Budget includes the implementation of a \$25 late fee for income tax filers that submit their income tax return after the filing deadline. The City does not collect a late filing or late payment fee for income taxes. Implementation of this reimbursement would increase General Fund and All Funds revenue by approximately \$56,000 and \$76,000, respectively, in both FY 2014 and FY 2015. Additionally, taxpayers who fail to file required income tax returns on time will be charged a \$50 non-filing penalty. Better compliance with the filing requirements will reduce the time and effort that is required by the Income Tax Division to obtain the required information from taxpayers. Assessment of a penalty would help to offset the costs incurred for this effort and would have the potential to increase revenue. All other large Ohio cities assess a failure to file penalty ranging from \$25 to a maximum of \$500. This would generate approximately \$250,000 in General Fund revenue and \$338,000 in All Funds revenue in both FY 2014 and FY 2015.

#### *Fire Plan Review Fee*

The Recommended FY 2014-2015 Biennial budget includes implementing a Fire Plan Review Fee of \$100. The Fire Department does not currently charge fees for fire plan reviews. The fee would help offset the salary and employee benefits costs of the Fire Specialist and Fire Captains that currently perform fire plan reviews. Implementation of a \$100 Fire Plan Review Fee would generate approximately \$67,800 in General Fund revenue in both FY 2014 and FY 2015.

#### *Hazardous Material Cleanup Fee*

The Recommended FY 2014-2015 Biennial Budget includes implementing a hazardous material cleanup fee. The Fire Department estimates that it spends \$834,835 and 7.75 FTE on dealing with hazardous material cleanups annually. The Hazardous Material Cleanup Fee will seek reimbursement from responsible parties for the costs incurred by the Cincinnati Fire Department to respond to and clean up a hazardous materials incident scene. This fee would generate approximately \$100,000 in General Fund revenue annually.

#### *Krohn Conservatory Admission Fee Increase*

The Recommended FY 2014-2015 Biennial Budget includes increasing the Krohn Conservatory admission fee by \$0.50. Based on an estimated visitors per year cost model based off of historical visitor levels, this admission fee increase would generate an additional \$125,000 in revenue. The current model charges \$3.00 for adults, \$2.00 for seniors and \$1.00 for children 4 and above. The Krohn Conservatory has an average of about 250,000 visitors per year. While admission revenue does not go into the General Fund, the fee increase will allow for shifting some of the operating costs for the Krohn Conservatory from the General Fund to the Krohn Conservatory Fund in both FY 2014 and FY 2015.

#### *Policing Services for the University of Cincinnati Medical Center*

The Recommended FY 2014-2015 Biennial Budget includes revenue generated from the Cincinnati Police Department providing policing services to the University of Cincinnati Medical Center. The contractual agreement calls for the hospital to reimburse the City for the salaries and benefits of the ten Police Officers





and one Police Sergeant that will be assigned to the University of Cincinnati Medical Center unit. This service agreement mitigates the need to eliminate additional filled sworn Police Department positions due to the City's current budgetary constraints. This contractual agreement would generate approximately \$452,800 in General Fund revenue for FY 2014 and \$978,000 in FY 2015.

#### *Elimination of the Heritage Events Subsidy*

The Recommended FY 2014-2015 Biennial Budget includes the elimination of the subsidy for City services provided to Heritage Events. Currently, the City waives 90% of the City's costs for the four not-for-profit cultural/heritage events, which are the Findlay Market Opening Day Parade, the St. Patrick's Day Parade, the Black Family Reunion, and Juneteenth. This subsidy was established on February 28, 2008 through the City Council's approval and filing of Document No. 200701075. Elimination of the current 90% subsidy would result in approximately \$36,000 in annual General Fund expenditure savings.

#### *Special Events Administrative Fee*

Finally, the Recommended FY 2014-2015 Biennial Budget includes implementing a Special Events Administrative Fee. The Cincinnati Police Department does not currently charge a special event permit fee for the administrative resources used in relation to issuing special events permits or services provided at a special event. A 10% Special Events Administrative Fee would generate approximately \$10,000 in General Fund revenue annually.

#### *Parking Ticket Increase*

The Recommended FY 2014-2015 Biennial Budget for Parking includes increasing the parking ticket fee to \$45 per a City Council approved ordinance effective July 1, 2013. This would generate approximately \$320,000 in additional General Fund revenue based on historical parking ticket data. The fee increase is based on the actual collection of \$35 tickets in 2012. A total of 35,681 tickets were issued at the \$35 rate. The 2013 rate would be a \$10 increase and assumes an 80% collection rate.

#### *Water Works Rate Increase*

The Greater Cincinnati Water Works' (GCWW) Fiscal Years 2014-2015 Recommended Biennial Operating Budget includes a revenue increase equivalent to a 5.5% increase, effective January 1, 2014. The rate increase represents a change in the current rate structure, which will better control for variable revenues by adjusting base charges and volume charges. The shift in the rate structure will lower the revenue volatility by shifting some of the operational costs into the base rates for some customers.

The change to the pricing structure versus an across the board rate increase and the impact to the customer is negligible. If an across the board rate increase of 5.5% was approved the average inside City customer's quarterly bill would increase from \$54.54 to \$57.51, or \$2.97 per quarter. With the new pricing structure, the customer's quarterly bill would increase from \$54.54 to \$57.65, or \$3.11 per quarter. For those customers who will see an increase in their base rates due to a shift of cost of service allocations, volume charges would remain constant. For the higher end user, both in terms of volume and meter size, a 5.5% increase would apply. This change in pricing structure would allow for approximately \$1.8 million to be shifted from a variable revenue stream to a fixed revenue stream.

A rate increase at this level is necessary for the GCWW to maintain compliance with bond covenant agreements and bond rating criteria. A downgrade of bond rating for the GCWW will ultimately increase the cost of bond financing, which will result in less project funding being available and/or additional rate increases above those proposed already for the biennium.



The last water rate increase was approved by the City Council on December 14, 2012 and went into effect on January 1, 2013. With the proposed increase in 2014, the additional cost to the average City consumer will be about 3.5 cents per day, (based on an average usage of 148.6 gallons per day) which equates to an additional cost of \$1.05 per month or \$3.15 per quarter. The increases are expected to result in additional revenue of approximately \$3.1 million in FY2014, (and \$6.3 million in the 2014 calendar year) assuming the rate increase becomes effective in mid-January.

### STAFFING PLAN

As shown in Table X, the City will decrease the overall number of funded positions in the FY 2014 Budget by 252.1 FTE. In the FY 2015 Budget, the number of funded positions increases by 24.3 FTE. The number of General Fund positions declines by 206.4 FTE in the FY 2014 Budget and is reduced an additional 2.8 FTE in the FY 2015 Budget. Restricted Funds positions decrease by 45.7 FTE in the FY 2014 Budget but increase by 27.2 FTE in the FY 2015 Budget.

*Table X – FY 2014-2015 Biennial Budget City Staffing Plan*

	FY 2013	FY 2014	Change	FY 2015	Change
	Stub	Recommended	From	Recommended	From
<i>(in Full-Time Equivalents, FTE)</i>	Budget	Budget	2013	Budget	2014
General Fund	3,327.7	3,121.3	(206.4)	3,118.4	(2.8)
Restricted Funds	2,414.5	2,368.8	(45.7)	2,396.0	27.2
Total City Staffing	5,742.2	5,490.1	(252.1)	5,514.4	24.3

Table XI shows the total change of the FY 2014 Budget over the FY 2013 Stub Budget for Public Safety (Fire and Police Departments) and Non-Public Safety FTE. Public Safety FTE decreases by 166.0 FTE from the FY 2013 Stub Budget and Non-Public Safety FTE decreases by 86.1 FTE. In the FY 2015 Budget, there are no additional Public Safety FTE reductions, and Non-Public Safety increases by 24.3 FTE.

*Table XI – All Funds: Safety FTE / Non-Public Safety FTE*

	FY 2013	FY 2014	Change	FY 2015	Change
	Stub	Recommended	From	Recommended	From
<i>(in Full-Time Equivalents, FTE)</i>	Budget	Budget	2013	Budget	2014
Public Safety FTE	1,800.0	1,634.0	(166.0)	1,634.0	0.0
Non-Public Safety FTE	3,942.2	3,856.1	(86.1)	3,880.4	24.3
Total All Fund FTE	5,742.2	5,490.1	(252.1)	5,514.4	24.3

As shown in Table XII, the largest work force reduction in the General Fund in the FY 2014 Budget is Public Safety FTE. Non-public safety positions decline by 40.4 FTE as compared to a Public Safety position reduction of 166.0 FTE.



*Table XII – General Fund: Public Safety FTE/Non-Public Safety FTE*

	FY 2013	FY 2014	Change	FY 2015	Change
<i>(in Full-Time Equivalents, FTE)</i>	Stub Budget	Recommended Budget	From 2013	Recommended Budget	From 2014
General Fund Safety	1,800.0	1,634.0	(166.0)	1,634.0	0.0
General Fund Non-Safety	1,527.7	1,487.3	(40.4)	1,484.4	(2.8)
Total General Fund Staffing	3,327.7	3,121.3	(206.4)	3,118.4	(2.8)

As shown in Table XIII, the levels of sworn authorized FTE within the Police and Fire Departments decline in the FY 2014 Budget. Police Sworn FTE decreases by 97.0 which reflects attrition of 31 FTE and the elimination of 66 filled FTE. Fire Sworn FTE decreases by a net 69.0 FTE, which reflects an FTE adjustment of positive 2.0 FTE offset by the elimination of 71 filled FTE. There are no additional Police or Fire sworn FTE decreases in the FY 2015 Budget.

*Table XIII – FY 2014 – FY 2015 All Funds Budget Sworn Strength Staffing Summary*

	FY 2013	FY 2014	Change	FY 2015	Change
<i>(in Full-Time Equivalents, FTE)</i>	Stub Budget	Recommended Budget	From 2013	Recommended Budget	From 2014
Police Sworn	1,006.0	909.0	(97.0)	909.0	0.0
Fire Sworn	794.0	725.0	(69.0)	725.0	0.0
Total Sworn	1,800.0	1,634.0	(166.0)	1,634.0	0.0

Table XIV breaks down the personnel cuts for the General Fund and the Street Construction Maintenance Fund by Head Count and FTE. It is further broken down into Filled versus Vacant full-time and part-time FTE. Please note that this table includes 10 FTE filled position cuts that stemmed from the FY 2013 Budget where the position cuts have not occurred yet due to timing of those budget cuts.

*Table XIV – FY 2014 Filled and Vacant Position Eliminations*

Employee Group	Filled Head Count	Total FTE	Filled Full-Time FTE	Vacant Full-Time FTE	Filled Part-Time FTE	Vacant Part-Time FTE
Non-Represented	7	12.00	7.00	5.00	-	-
AFSCME	31	47.00	31.00	16.00	-	-
CODE	-	8.00	-	8.00	-	-
Part-time	26	30.93	-	-	9.17	21.76
Fire	66	66.00	66.00	-	-	-
Police	71	71.00	71.00	-	-	-
Total	201	234.93	175.00	29.00	9.17	21.76

Considering a longer perspective shown in Table XV, the total Sworn FTE count for the Fire and Police Departments supported by the General Fund has decreased by 153.0 FTE since 2000 which represents an



8.6% decrease. In addition, the FTE count for all Non-Sworn FTE has decreased by 884.8 FTE which represents a 37.3% decrease.

*Table XV – General Fund FTE Change 2000-2014*

<i>(in Full-Time Equivalents, FTE)</i>	2000 Approved Budget	FY 2014 Recommended Budget	FTE Change From 2000 Budget	Percentage Change
Public Safety FTE	1,787.0	1,634.0	(153.0)	-8.6%
Non-Public Safety FTE	2,372.1	1,487.3	(884.8)	-37.3%
Total General Fund FTE	4,159.1	3,121.3	(1,037.8)	-25.0%

The Departmental Budgets section of this document provides a detailed description of each FY 2014-2015 FTE change by program.

#### **GAP PLAN**

The report on the following page shows how the FY 2014 Budget gap of \$35.2 million was partially closed through a combination of use of 2013 expenditure savings/prior year cancelled encumbrances/ carryover balance and 2013 additional revenues/carryover balance. These one-time 2013 resources are offset by the one-time layoff costs which will be incurred in the FY 2013 budget period. The gap is fully closed through a series of 2014 expenditure reductions and 2014 revenue adjustments and enhancements. While there is an available balance of \$1.3 million shown on the gap plan, that amount is needed to close the FY 2015 budget gap. More detail on these can be found in the General Resources and Expenditures Section of this document.



FY 2014 General Fund Gap Plan	2014
Estimated Revenues	\$ 344,136,000
Continuation Budget	\$ 373,072,083
Estimated Expenditure Savings	\$ (1,865,360)
Transfers Out (Includes Casino Revenue)	\$ 14,323,337
Use of Carryover	\$ (6,238,059)
Gap	\$ (35,156,000)

2013 Expenditure Changes	Budget	FTE
2013 Expenditure Savings/Cancellations/Carryover	\$ (5,974,600)	-
2013 One Time Layoff Costs (with Grant Repayment)	\$ 5,082,350	-
Subtotal	\$ (892,250)	-

2014 Expenditure Changes	Budget	FTE
Sworn Personnel Reductions	\$ (11,788,550)	(137.0)
Position Vacancy Savings	\$ (2,556,374)	(17.0)
Various Service Level Reductions	\$ (1,728,448)	(30.8)
Shift of Eligible Costs to Other Funding Sources	\$ (1,648,136)	(1.0)
Reduction of Funding to Outside Entities	\$ (1,462,650)	-
Salary and Benefits Savings from Current Employees	\$ (1,115,481)	-
Miscellaneous Personnel and Non-Personnel Reductions	\$ (972,009)	(5.0)
Program/Service Eliminations	\$ (796,451)	(13.0)
Change in Employer Contribution to the Retirement System	\$ (732,624)	-
Miscellaneous Efficiencies and Service Review Savings	\$ (593,533)	(8.1)
Fleet Services Savings	\$ (493,923)	-
Miscellaneous Adjustments	\$ (140,398)	(3.6)
Service Enhancements	\$ 683,848	9.0
Adjustments to Costs to Maintain Current Services	\$ 2,917,086	-
Subtotal	\$ (20,427,643)	(206.4)

Total Expenditure Changes \$ (21,319,894)

2013 Revenue Change	Revenues
2013 Revenue Growth/Carryover	\$ 3,000,000

2014 Revenue Changes	Revenues
Use of Casino Revenue to balance General Fund	\$ 9,100,000
Revenue Enhancements	\$ 1,359,805
Misc. Revenue Adjustments	\$ 1,734,320
Subtotal	\$ 12,194,125

Total Revenue Growth \$ 15,194,125

Revised Expenditure Savings Calculation\* \$ (102,138)

Total Expenditure Changes and Revenues \$ 36,411,881

Carryover Balance Needed to balance FY 2015 1,255,881

\*\* This annual calculation assumes expenditure savings based on 0.5% of total expenditures; therefore a lower expenditure budget leads to lower expenditure savings.

**FY 2014-2015 ALL FUNDS OPERATING BUDGET BY FUND**

The City of Cincinnati Operating Budget is developed by fund. By law, each fund is balanced to resources in both years of the biennium. Significant changes in fund revenues, resources, expenditures, or balances in each fund are described in this section of the Operating Budget document. This section includes the following tables and narratives:

**All Funds Operating Budget**

The table titled "All Funds Operating Budgets by Fund" on [page 36](#) provides the FY 2014-2015 Recommended Operating Budget by fund. It also provides the FY 2013 Approved Stub Budget and the CY 2012 Approved Budget Update by fund.

**FY 2014-2015 General Fund Resources and Expenditures**

This section beginning on [page 37](#) includes the General Fund Multi-Year Forecast and a detailed description of the General Fund Revenue estimates for FY 2014-2015.

**FY 2014-2015 Restricted Funds Resources and Expenditures**

This section beginning on [page 41](#) starts with an overview of the Principal Restricted Funds and Other Restricted Funds. Several tables follow this overview including the "Restricted Funds Operating Budget" and the "Other Restricted Funds Operating Budget by Fund." Other Restricted Fund expenditures discussed in this section are typically grants or single purpose funds. Examples of these funds include the Health Department's Public Health Research Fund and the Emergency Communications Division's 911 Cell Phone Fees Fund. A description is provided of the major changes expected in the Other Restricted Funds on [page 42](#).

**Financial Summaries**

Starting on [page 48](#), this section provides a description of each Principal Restricted Fund, along with a fund summary which details revenue and expenditures for the FY 2014-2015 Recommended Budget compared to the CY 2012 Approved Budget Update, the FY 2013 Approved Stub Budget, and the FY 2013 Stub Estimate.

## Financial Summaries

### Operating Budget by Fund



#### All Funds Operating Budget

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
General Fund	363,655,390	177,718,070	352,644,450	174,926,380	352,884,770
<b>Principal Restricted Funds</b>					
Water Works	122,420,370	62,555,080	136,571,010	74,015,930	141,537,490
Parking System Facilities	7,083,690	3,554,070	8,416,000	4,861,930	9,367,990
Convention Center	7,449,980	4,096,920	7,942,490	3,845,570	8,154,810
General Aviation	1,851,070	925,280	1,842,130	916,860	1,880,520
Municipal Golf	6,922,720	3,563,540	6,998,450	3,434,910	6,457,100
Stormwater Management	9,558,960	4,924,900	10,057,950	5,133,060	10,182,630
Bond Retirement	95,002,210	31,018,980	113,182,560	82,163,580	92,678,660
Street Const Maint & Repair	11,080,290	5,402,330	9,820,150	4,417,820	10,120,050
Income Tax-Infrastructure	15,364,600	8,341,810	17,291,080	8,949,270	17,671,430
Parking Meter	1,302,560	0	0	0	0
Community Dev Block Grant	3,150,200	1,481,530	3,033,180	1,551,660	3,070,790
Municipal Motor Vehicle Lic Tx	2,758,170	1,303,240	2,697,620	1,394,380	2,776,690
Sawyer Point	782,120	399,290	1,117,100	717,810	1,120,140
Recreation Special Activities	3,961,890	1,898,320	3,850,410	1,952,080	3,921,970
Parking Facilities	0	0	0	0	0
Health Services	5,869,890	2,644,150	5,740,650	3,096,500	5,888,420
Cable Communications	3,264,150	0	0	0	0
Metropolitan Sewer District	206,999,550	105,313,570	227,240,840	121,927,270	243,061,790
Income Tax Transit	45,568,080	28,314,970	49,541,550	21,226,580	48,916,360
<b>Principal Restricted Total</b>	<b>550,390,500</b>	<b>265,737,980</b>	<b>605,343,170</b>	<b>339,605,210</b>	<b>606,806,840</b>
Other Restricted Funds	32,759,160	16,899,150	33,179,060	16,279,920	32,585,020
<b>Grand Total</b>	<b>946,805,050</b>	<b>460,355,200</b>	<b>991,166,680</b>	<b>530,811,510</b>	<b>992,276,630</b>



## 2013 General Fund Resources and Expenditures

The FY 2014-2015 Biennial Budget for the General Fund is recommended in the context of a multi-year financial forecast of resources and expenditures. Table XVI shows the initial forecast presented to the City Council as the Plan B budget during the Parking Deal deliberations as amended for accurate treatment of parking meter related expenses/net revenues. Table XVII shows the May forecast which is a result of this recommended budget. The revisions are based on: 1) updated revenues for 2013 of \$3 million; 2) additional prior year cancelled encumbrances of \$2.4 million in 2013, 3) adjusted revenue estimates for the forecast period beginning in 2014 of \$1.7 million for FY 2014 and \$1.3 million for FY 2015; 4) new revenue enhancements beginning in 2014 of \$1.4 million for FY 2014 and \$3.2 million for FY 2015; and 5) recommended expenditure changes for the forecast period beginning in 2013, which includes one-time layoff costs of \$5.1 million which would be encumbered in 2013, \$20.4 million of cuts in FY 2014 and an additional \$10.4 million in cuts in FY 2015 and 6) reduced transfers out of Casino revenues in the amount of \$9.1 million in FY 2014 and \$7.5 million in FY 2015.

*Table XVI – March 2013 General Fund Forecast 2014-2016*

<i>(\$ in Thousands)</i>	<b>CY 2012</b> Actual	<b>FY 2013</b> Approved Stub	<b>FY 2013</b> Stub Estimate	<b>FY 2014</b> Budget	<b>FY 2015</b> Budget	<b>FY 2016</b> Budget
<b>Resources</b>						
Operating Revenues	\$345,236	\$164,063	\$164,063	\$344,136	\$350,345	\$358,031
Transfers-in	\$13,125	\$1,520	\$2,230	\$0	\$0	\$0
<b>Total Resources</b>	<b>\$358,361</b>	<b>\$165,583</b>	<b>\$166,293</b>	<b>\$344,136</b>	<b>\$350,345</b>	<b>\$358,031</b>
<b>Expenditures</b>						
Operating Expenditures	\$355,420	\$177,718	\$178,068	\$ 373,072	\$383,731	\$392,831
Transfers-out	\$3,497	\$0	\$500	\$14,323	\$12,672	\$10,672
<b>Total Expenditures</b>	<b>\$358,918</b>	<b>\$177,718</b>	<b>\$178,568</b>	<b>\$387,395</b>	<b>\$396,403</b>	<b>\$403,503</b>
<b>Expenditure Savings</b>	<b>\$0</b>	<b>(\$889)</b>	<b>(\$889)</b>	<b>(\$1,865)</b>	<b>(\$1,919)</b>	<b>(\$1,964)</b>
2014 Expenditure Cuts/Revenue Enhancements				(\$35,156)	(\$35,156)	(\$35,156)
2015 Expenditure Cuts/Revenue Enhancements					(\$8,984)	(\$8,984)
2016 Expenditure Cuts/Revenue Enhancements						
<b>Yearly Balance</b>	<b>(\$556)</b>	<b>(\$11,247)</b>	<b>(\$11,387)</b>	<b>(\$6,238)</b>	<b>\$1</b>	<b>\$632</b>
Prior Year Cancelled Encumbrances	\$881	\$0	\$23	\$0	\$0	\$0
Previous Year Carryover Balance	\$22,276	\$13,602	\$22,601	\$11,238	\$5,000	\$5,000
<b>Non-GAAP Carryover Balance</b>	<b>\$22,601</b>	<b>\$2,356</b>	<b>\$11,238</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,633</b>





Table XVII– May 2013 General Fund Forecast 2014-2016

(\$ in Thousands)	CY 2012 Actual	FY 2013 Approved Stub	FY 2013 Stub Estimate	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget
Resources						
Operating Revenues	\$345,236	\$164,063	\$167,063	\$347,230	\$354,846	\$363,594
Transfers-in	\$13,125	\$1,520	\$2,772	\$0	\$0	\$0
Total Resources	\$358,361	\$165,583	\$169,835	\$347,230	\$354,846	\$363,594
Expenditures						
Operating Expenditures	\$355,420	\$177,718	\$178,068	\$ 373,072	\$383,731	\$392,831
Transfers-out	\$3,497	\$0	\$500	\$5,223	\$5,172	\$10,672
Total Expenditures	\$358,918	\$177,718	\$178,568	\$ 378,295	\$388,903	\$403,503
Expenditure Savings	\$0	(\$889)	(\$921)	(\$1,763)	(\$1,764)	(\$1,810)
2014 Expenditure Cuts			\$5,082	(\$20,428)	(\$20,428)	(\$20,428)
2015 Expenditure Cuts					(\$10,419)	(\$10,419)
2016 Expenditure Cuts/Revenue Enhancements						(\$7,300)
Yearly Balance	(\$556)	(\$11,247)	(\$12,895)	(\$8,875)	(\$1,446)	\$47
Prior Year Cancelled Encumbrances	\$881	\$0	\$2,400	\$0	\$0	\$0
Previous Year Carryover Balance	\$22,276	\$13,602	\$22,601	\$12,107	\$3,232	\$1,786
Non-GAAP Carryover Balance	\$22,601	\$2,356	\$12,107	\$3,232	\$1,786	\$1,833

### Structural Imbalance

The March 2013 multi-year forecast in Table XVI shows an operating deficit each year during the forecast period (2013-2016). Furthermore, the size of the annual deficit increases each year through 2016 required expenditure cuts and/or revenue enhancements to be in balance. With annual deficits increasing in most years of the forecast period, the General Fund is structurally out of balance with revenues growing at a slower pace than expenditures. Revenues were projected to grow by an average of 2.0% while the average expenditure growth rate for the same period was 2.6%. This structural imbalance if left unchecked would result in a projected accumulated General Fund deficit of \$117.8 million deficit by the end of 2016.

**The State of Ohio budget cuts to the City has caused the General Fund revenues to decrease by \$10.4 million in CY 2012, \$22.0 million in CY 2013, and \$27.7 million in CY 2014.** The City has relied on carryover and one time reductions to compensate for the State budget cuts and the resulting structural imbalance in the General Fund for several years. We are again relying on one-time revenue, cancelled encumbrances and transfers in to balance FY 2013 stub budget including the projected layoff costs, but these measures will not be sufficient to fully balance the budget in FY 2014 or FY 2015. The FY 2014 budget does use \$8.8 million of 2013 carryover balance and the FY 2015 budget does use \$1.4 million of the 2014 carryover balance.

Table XVII shows the May 2013 multi-year General Fund Forecast incorporating the revised revenue and expenditure estimates for 2013 - 2016. Revenues are expected to grow by an average 2.4% for the forecast period (2014-2016) and average expenditures are expected to increase by 0.4%.

### Budget Forecast Changes

For 2013, the total estimated General Fund revenues and expenditures have changed since March. The Finance Department has been closing watching revenues and the revenue has increased by \$3.0 million due to Income Tax, specifically business net profits which are a volatile source. For expenditures, departments have saved \$2.4 million from cancelling prior year encumbrances in the General Fund and \$542,000 in cancelled prior year encumbrances from to be abolished Parking Meter and Cable Communications Funds. An additional \$0.92 million in expenditure savings including savings from the Mayor's Office budget for 2013 is also included. These positive factors are offset by the projected \$5.1 million in layoff costs which will be pre-



sented to City Council in the Final Adjustment Ordinance. Since the layoffs will start in the FY 2013 stub budget years, these expenses can be encumbered for this purpose. Thus these one-time sources are matched with one-time costs. The result is a carryover balance of approximately \$12.1 million compared to the previous forecast of \$11.2 million.

The 2014 revenue estimate of \$347.2 million is an upward revision of \$3.1 million from the March 2013 estimate. This increase is due adjustments to existing revenue sources totaling \$1.7 million and to proposed revenue enhancements in the recommended budget totaling \$1.4 million. The revenue changes are described more in the Taxes and Fees section and the General Fund Revenues section of the Operating Budget. The primary changes are \$600,000 in additional net parking meter revenue based on last year's actual revenues, \$450,000 for the contract with UC Medical Center for police protection, \$320,000 for increased parking fines from \$35 to \$45, along with many other miscellaneous increases and decreases. The 2015 revenue estimate of \$354.8 million is an upward revision of \$4.5 million. This reflects the revenue adjustments and enhancements from 2014 as well as starting CY 2015 the forecast assumes a restoration of the property tax rate to 6.1 mills. This would generate an additional \$1.3 million.

The recommended 2014 General Fund expenditure level reflects a decrease of \$20.4 million from the continuation budget expenditures of \$373.0 million. This is a result of the recommended expenditure reductions reflected in the Recommended Budget, which are partially offset by expenditure adjustments to maintain current services. In addition, the forecast reflects a reduced transfer out amount of \$9.1 million in FY 2014 and \$7.5 million in FY 2015. While the Casino Tax revenue estimate is \$10 million, \$1.6 million of that is needed to backfill \$1.6 million in non-tax revenues used to pay debt service for Focus 52 Program commitments. However, in FY 2013 stub period, only \$0.5 million was transferred for debt service leaving approximately \$1.6 million in casino revenues that the March 2013 forecast assumed were transferred for non-General Fund purposes. This \$1.6 million along with \$7.5 million in both FY 2014 and FY 2015, will leave capacity of \$0.9 million each year for either additional Focus 52 Program commitments OR to cushion against the possibility that casino revenues come in lower than the \$10 million estimate.

The Expenditures cuts/Revenue Enhancements line for 2016 shows that \$7.3 million in expenditure cuts and/or revenue enhancements would be needed to balance the FY 2016 despite the restoration of the property tax.

### **Cautions for the Multi-Year Forecast**

Based on the FY 2014-2015 recommended budget the General Fund budget is balanced in both years and results in an approximate \$3.2 million carryover balance in 2014 and \$1.8 million carryover balance for FY 2015. The 2014 carryover amount provides total reserves of about 7.8% of the annual General Fund revenue, which is less than the generally accepted fund balance target standard of 10% of revenue. Any personnel services increases (e.g., labor contracts) that exceed current assumptions or other major expenditure increases will cause the General Fund to be out of balance and will require additional expenditure reductions or revenue increases in the General Fund.

### **General Fund Revenue**

The General Fund revenue estimate for FY 2014 in Table XVIII is \$347.2 million, which is a .06% increase over the Calendar Year (CY) 2012 (last full year) actual of \$345.2 million. The five major General Fund revenue components are City Income Tax, Property Tax, State Shared Revenues (Estate Tax and Local Government Fund), and Casino Revenue all of which together comprise approximately 86.2% of General Fund revenue for FY 2014.



*Table XVIII – FY 2014-2015 GENERAL FUND REVENUE ESTIMATES (in \$000's)*

	CY	FY	FY	FY
		2013		
(\$ in Thousands)	2012	(6months)	2014	2015
	Actual	Estimate	Estimate	Estimate
Resources				
Income Taxes	\$238,210	\$119,752	\$246,934	\$251,903
State Shared Revenues	\$38,941	\$11,977	\$15,922	\$14,202
Property Taxes	\$24,664	\$11,747	\$26,195	\$30,300
Casino Tax	\$1,047	\$2,200	\$10,000	\$10,000
Parking Meter (Net Revenue)			\$1,500	\$1,500
Other	\$42,374	\$18,387	\$46,633	\$46,941
Total Resources	\$345,236	\$164,063	\$347,184	\$354,846

**City Income Tax.** The FY 2013 Income Tax revenue is 2.8% above 2012 revenue thru March of each year. The FY 2014 Income Tax revenue is forecasted to be 3.7% above 2012 revenue. This increase is due to improvement in the local economy. While the economy is expected to continue to improve, in part through the City's economic development efforts, the City will not see benefits immediately as job recovery is expected to lag overall economic recovery.

The General Fund receives 1.55% of the 2.1% locally levied tax applied to gross salaries, wages, and other personal service compensation earned by residents of the City and to earnings of non-residents earned in the City. It also applies to net income of business organizations for business conducted in the City. The income tax is the largest single source of General Fund revenue and is estimated to account for approximately 71.1% of those revenues in FY 2014.

**Property Tax.** Property taxes are levied on real property, which consists of residential, commercial, and industrial property. The City's property tax millage is based on the current rate of 4.6 mills in CY 2013 and City Council approved rate of 5.70 mills in CY 2014. The City Charter authorizes a property tax levy of up to 6.1 mills for the General Fund operating budget. The Administration is recommending a full restoration to 6.1 mills in CY 2015. In past years, City Council had approved the rollback of property taxes for the operating budget. The FY 2014 budget includes a partial restoration of the millage effective January 1, 2014, which impacts the second half of the fiscal year. The State of Ohio phased out the taxation of personal property tax, and to compensate subdivisions (such as the City) for lost revenues, the State made distributions that were expected to fully compensate taxing subdivisions for such tax revenue loss through 2010. Gradual reductions in reimbursement amounts were to be included from 2011 through 2017. The State of Ohio's 2012 Budget eliminated the tangible personal property tax reimbursement and public utility personal property tax reimbursement for operating expenses that were paid to the General Fund. This translates to a reduction of approximately \$1.8 million in CY 2013 and approximately \$1.4 million in CY 2014. The property tax is the second largest single source at approximately 7.6% of the FY 2014 General Fund revenue.

**State Shared Revenues.** State Shared Revenues are the third largest single source of General Fund revenue accounting for approximately 4.6% of General Fund revenues for FY 2014. There are two major sources of these revenues: the Local Government Fund and the Estate Tax. Both sources are declining dramatically.

The Estate Tax was discontinued in 2013 per state legislative action; however, \$5 million in revenue from this source is forecasted for FY 2013 and \$2.2 million is forecasted in FY 2014 due to lag in time settling the



estates for those individuals who were deceased prior to January 1, 2013. In CY 2012 this sources brought in \$21.4 million to the General Fund.

The second source of state shared revenue is the Local Government Fund. The Local Government Fund revenues consist of portions of the State income, sales and use, public utilities, and corporate franchise taxes allocated to a fund for distribution to local governments. The State of Ohio's 2013 Budget included budget reductions to the Local Government Fund. This translates to a reduction of approximately \$11.9 million in CY 2013 compared to the pre-state cut level. The remainder of the Local Government Fund revenue accounts for approximately 3.9% of the General Fund revenue in FY 2014. Revenues received from the local government fund have decreased by almost 50% percent from 2008 to 2013 per state action.

**The reductions of the Local Government Fund along with the elimination of the Estate Tax and the tangible personal property tax reimbursement collectively reduced CY 2014 revenues by \$27.7 million.**

**Casino Tax Distribution.** The opening of four casinos throughout Ohio resulted in a new revenue stream that began in 2012. Revenue of \$10 million is forecasted for each year of the FY 2014-FY 2015 biennium. Casino Tax accounts for 2.9% of the General Fund revenue in FY 2014 the fourth largest single source. Original projections proved to be too optimistic in the new Ohio gaming market. The market continues to develop with the addition of racinos. While the market develops, revenue estimates have been based on known market factors and early actual results from the opened casinos.

**Parking Meter (Net Revenue).** Due to the dissolution of the Parking Meter Fund, the Parking Meter net revenue that was being recognized in the Parking Meter Fund each year will now be recognized in the General Fund. This source is estimated to be \$1.5 million in FY 2014.

**Other Revenues.** This category includes charges for services, admissions taxes, licenses and permits, parking and traffic fines, and miscellaneous revenues. These various revenues comprise 13.4% of the General Fund revenues in FY 2014. Increases in this area are described in more detail on the Taxes and Fees section of this document.

### **Restricted Funds Resources and Expenditures**

The Fiscal Year 2014 Recommended Principal Restricted Funds Operating Budget totals \$602.3 million, which is an increase of 127.9% from the FY 2013 Principal Restricted Funds six-month Stub Budget of \$264.3 million. The FY 2014 Recommended Principal Restricted Funds Operating Budget compared to the Calendar Year 2012 Approved Budget Update (the last full-year budget) increased 10.0%. (See Restricted Funds Operating Budget on [page 44](#).)

The FY 2014 Recommended Principal Restricted Funds expenditure amount increased \$55.1 million from the Calendar Year 2012 Biennial Budget. This is primarily due to increases in the Water Works Fund, the Parking System Facilities Fund, the Bond Retirement Fund, the Income Tax-Infrastructure Fund, the Metropolitan Sewer District Fund, and the Income Tax-Transit Fund. These increases are primarily offset by expenditure decreases for the Street Construction, Maintenance & Repair Fund and the elimination of the Parking Meter Fund and the Cable Communications Fund.

A rate increase for the Water Works Fund of 5.5% increase for FY 2014 enables the Greater Cincinnati Water Works to maintain its water main replacement and asset management program as well as required debt service coverage and days-cash-on-hand ratios.

## Financial Summaries



### General Fund Resources and Expenditures

For the Parking System Facilities Fund, a debt service increase of \$0.9 million over CY 2012 accounts for the FY 2014 expenditure increase. This debt service is related to the new U-Square garage project near the University of Cincinnati gateway.

For the Bond Retirement Fund, expenditures will vary annually depending on the amount of principal and interest to be paid and refunds.

In the Metropolitan Sewer District Fund, a debt service increase of \$15.7 million over the 2012 Approved Budget Update debt service amount accounts for the FY 2014 increase in expenditures. The debt service supports the significant capital improvement requirements of the Global Consent Decree approved by the County and the City. The Consent Decree requires the Metropolitan Sewer District to minimize the discharge of sewage and untreated wastewater into the environment and to eliminate water-in-basement occurrences caused by public sewers. The increases in the Metropolitan Sewer District fund are a result of the requirements of the Global Consent Decree.

The Income Tax-Transit Fund has increased expenditures for FY 2014 due to an increase in estimated revenues for the period. The additional funding is necessary to cover the City's contractual funding obligation to the Southwest Ohio Regional Transit Authority (SORTA) for operation of the Metro bus system.

The reduction in the Street Construction, Maintenance and Repair fund is the result of necessary expenditure reductions to ensure an adequate ending fund balance for each year of the biennium. Program reductions within the Department of Public Services and the Department of Parks primarily account for these reductions.

In FY 2015, Restricted Funds are increased by 0.2% due to standard inflationary increases as well as debt service increases in the Water Works Fund, the Parking Facilities Fund, and the Metropolitan Sewer District Fund. These debt service increases are related to the aforementioned issues for FY 2014. While the FY 2015 revenues reflect a rate increase, the Metropolitan Sewer District (MSD) has not committed to a specific rate increase for FY 2015 at this time. MSD along with the Greater Cincinnati Water Works and the Stormwater Management Utility have entered into a Joint Utility Management Plan in 2013. The Joint Utility Management Plan has been put in place to reduce costs and share resources between the three aforementioned utilities, and MSD hopes to achieve enough additional savings to mitigate the need for a FY 2015 rate increase. These increases are partially offset by a debt service decrease within the Bond Retirement Fund.

### Principal Restricted Fund Revenue Estimates and Expenditures for FY2014-FY2015

A fund balance that is 10% or more of annual revenues is considered a generally accepted public financial standard. While all of the Principal Restricted Funds are balanced in FY 2014, three of the Principal Restricted Funds have estimated fund balances of less than 10% of annual revenues. These include the Health Services Fund, the Income Tax-Transit Fund, and Municipal Golf Fund. These funds will be monitored closely during FY 2014.

In FY 2015, four of the Principal Restricted Funds are projected to have fund balances of less than 10%. These include the three aforementioned funds for FY 2014 and the Street Construction, Maintenance and Repair Fund. These funds will be monitored closely during the update year and expenditure reductions and/or revenue increases may be necessary to ensure adequate fund balances in FY 2015.

### Other Restricted Fund Expenditures for FY 2014-2015

"Other Restricted Funds" are typically grants or single purpose funds, unlike Principal Restricted Funds, that generally receive funding from fee-based programs or tax revenue. A detailed list of the Other



Restricted Funds and their associated budgets is in the "Other Restricted Funds Operating Budget" table on [page 45](#).

The FY 2014 Other Restricted Funds Recommended Budget of \$33.2 million represents an increase of \$16.3 million, which is an increase of 96.4% from the FY 2013 Other Restricted Funds six-month Stub Budget of \$16.9 million. The FY 2014 Other Restricted Funds Recommended Budget compared to the Calendar Year 2012 Approved Budget Update represents an increase of \$0.4 million or 1.3%. The increase is primarily due to increases in the following funds:

- Home Health Services Fund (approximately \$0.8 million)
- State Criminal Activity Forfeiture Fund (approximately \$0.4 million)
- County Law Enforcement Applied Regionally (CLEAR) Fund (approximately \$0.4 million)
- 911 Cell Phone Fees Fund (approximately \$0.3 million)
- Drug Offender Fines Forfeiture Fund (approximately \$0.3 million)
- Park Lodge/Pavilion Deposits Fund (approximately \$0.2 million)
- Krohn Conservatory Fund (approximately \$0.2 million)

The FY 2014 increases were offset by reductions in from the CY 2012 Approved Budget Update in the following three funds:

- Sexually Transmitted Diseases Fund (approximately \$0.6 million)
- Federal Criminal Activity Forfeiture Fund (approximately \$0.4 million)
- Public Health Research Fund (approximately \$0.2 million)

The FY 2015 Other Restricted Funds Recommended Budget of \$32.6 million represents a decrease of \$0.6 million, or 1.8%, from the FY 2014 Other Restricted Funds Recommended Budget. This decrease is primarily the result of a reduction of approximately \$0.4 million in the State Criminal Activity Forfeiture Fund and a reduction of approximately \$0.2 million in the 911 Cell Phones Fee Fund.

## Restricted Funds Operating Budget



### Restricted Funds Operating Budget

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change 2013 Budget to 2014	FY 2015 Recommended
<b>Principal Restricted Funds</b>					
Water Works	122,420,370	62,555,080	136,571,010	74,015,930	141,537,490
Parking System Facilities	7,083,690	3,554,070	8,416,000	4,861,930	9,367,990
Convention Center	7,449,980	4,096,920	7,942,490	3,845,570	8,154,810
General Aviation	1,851,070	925,280	1,842,130	916,860	1,880,520
Municipal Golf	6,922,720	3,563,540	6,998,450	3,434,910	6,457,100
Stormwater Management	9,558,960	4,924,900	10,057,950	5,133,060	10,182,630
Bond Retirement	95,002,210	31,018,980	113,182,560	82,163,580	92,678,660
Street Const Maint & Repair	11,080,290	5,402,330	9,820,150	4,417,820	10,120,050
Income Tax-Infrastructure	15,364,600	8,341,810	17,291,080	8,949,270	17,671,430
Parking Meter	1,302,560	0	0	0	0
Municipal Motor Vehicle Lic Tx	2,758,170	1,303,240	2,697,620	1,394,380	2,776,690
Sawyer Point	782,120	399,290	1,117,100	717,810	1,120,140
Recreation Special Activities	3,961,890	1,898,320	3,850,410	1,952,080	3,921,970
Parking Facilities	0	0	0	0	0
Health Services	5,869,890	2,644,150	5,740,650	3,096,500	5,888,420
Cable Communications	3,264,150	0	0	0	0
Metropolitan Sewer District	206,999,550	105,313,570	227,240,840	121,927,270	243,061,790
Income Tax Transit	45,568,080	28,314,970	49,541,550	21,226,580	48,916,360
<b>Principal Restricted Total</b>	<b>547,240,300</b>	<b>264,256,450</b>	<b>602,309,990</b>	<b>338,053,550</b>	<b>603,736,050</b>
Other Restricted Funds	32,759,160	16,899,150	33,179,060	16,279,920	32,585,020
<b>Grand Total</b>	<b>579,999,460</b>	<b>281,155,600</b>	<b>635,489,050</b>	<b>354,333,470</b>	<b>636,321,070</b>



## Other Restricted Funds Operating Budget by Fund

### Other Restricted Funds Operating Budget by Fund

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Budget	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
314 - Special Events	0	375,000	75,000	(300,000)	0
317 - Urban Dev Property Operations	304,490	307,120	319,100	11,980	329,670
319 - Contributions For Recreation	190,840	101,400	205,970	104,570	211,750
324 - Recreation Fed Grant Project	381,750	215,230	446,290	231,060	456,590
326 - Park Donations/Spec Activities	438,940	221,820	445,360	223,540	450,390
327 - W.M. Ampt Free Concerts	15,000	7,500	15,000	7,500	15,000
328 - Groesbeck Endowments	15,000	7,500	15,000	7,500	15,000
330 - Park Lodge/ Pavilion Deposits	217,110	149,370	475,850	326,480	484,870
332 - Krohn Conservatory	444,870	254,050	649,360	395,310	655,460
333 - Krohn Conservatory Trustee	40,000	20,000	40,000	20,000	41,330
349 - Urban Renewal Debt Retirement	670,680	292,530	623,020	330,480	646,630
350 - Public Health Research	2,014,580	1,068,520	1,770,190	701,670	1,784,560
353 - Home Health Services	3,288,730	1,760,710	4,064,480	2,303,770	4,158,140
354 - Household Sewage Treatment System Fees	34,030	15,870	34,380	18,520	35,360
360 - Blue Ash Property Operation	78,440	12,500	7,500	(5,000)	7,500
363 - Solid Waste Disposal Control	94,330	45,540	90,050	44,510	90,200
364 - 911 Cell Phone Fees	2,151,370	1,185,300	2,489,870	1,304,560	2,245,860
367 - Criminal Actv Forfeiture Fed	386,690	65,000	5,000	(60,000)	100
369 - Criminal Actv Forfeiture State	88,400	301,490	506,200	204,710	70,000
370 - Drug Offender Fines Forfeiture	1,780	280,000	279,700	(300)	100,050
372 - DUI Enforcement	14,520	11,000	22,500	11,500	5,500
378 - Sexually Transmitted Diseases	721,590	620	73,690	73,070	74,610
379 - Std/HIV Prevention Training	7,090	40	60	30	30
380 - Lead Poisoning Control	1,140	34,020	80,380	46,360	83,400
381 - Cincinnati Abatement Project	1,509,810	654,150	1,407,670	753,510	1,418,810
391 - Women & Infants Food Grnt Prog	3,472,750	1,566,830	3,254,730	1,687,910	3,182,700
394 - State Health Program Income	76,850	41,350	78,550	37,210	80,760
412 - Food Service License Fees	1,072,360	531,250	1,139,680	608,440	1,158,090
413 - Swimming Pool License Fees	83,510	39,830	89,160	49,340	90,140
415 - Immunization Action Plan	285,180	140,680	296,950	156,270	301,080
418 - Federal Health Program Income	2,034,330	827,260	1,759,250	931,990	1,779,590
420 - Public Employee Assistance Pro	475,860	239,780	477,660	237,870	481,990
425 - Heart Health In Ham County	167,600	76,530	141,690	65,160	145,130
438 - Neighborhood Stabilization	3,810	0	0	0	0
444 - Armleder Projects	211,950	170	0	(170)	0
446 - Health Network	384,190	215,720	415,770	200,050	427,580
448 - Health Care For The Homeless	237,770	59,560	127,540	67,980	126,270
449 - Cinti Area Geographic Info Sys	4,254,150	1,902,930	4,042,060	2,139,130	4,139,210
454 - Metropolitan Medical Response - Grant Funds	72,050	47,380	93,880	46,490	98,230
457 - CLEAR	4,276,970	2,405,960	4,635,660	2,229,700	4,694,120
502 - American Recovery & Reinvestment	87,000	60	0	(60)	0
631 - Buildings Code Sales	6,000	3,190	6,480	3,290	6,690
749 - Retirement	30,530	0	35,220	35,220	39,920





## Other Restricted Funds Operating Budget by Fund

### Other Restricted Funds Operating Budget by Fund

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Budget	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
791 - Sidewalk Assessments	56,070	24,710	49,930	25,220	51,020
792 - Forestry Assessments	1,816,130	1,122,570	1,840,770	718,200	1,831,160
793 - Blem Assessment	542,910	267,130	552,470	285,330	570,530
	32,759,150	16,899,170	33,179,070	16,279,900	32,585,020



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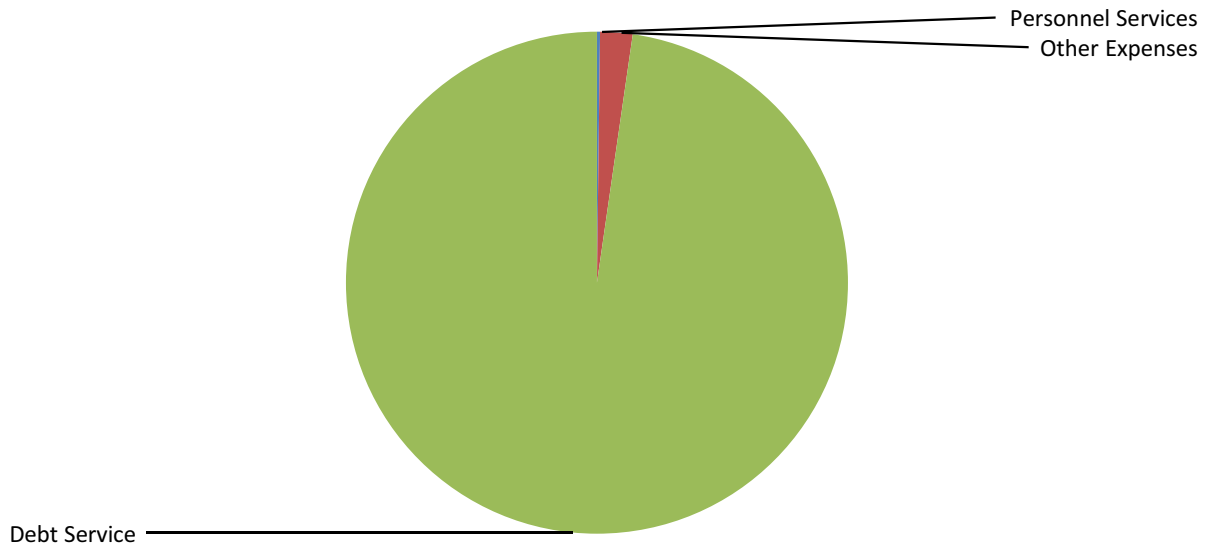
## Bond Retirement

This fund is utilized to pay the debt service on general obligation bonds and notes issued to raise capital improvement funding. The primary source of revenue for the fund is a portion of the property tax (over and above the operating budget millage).

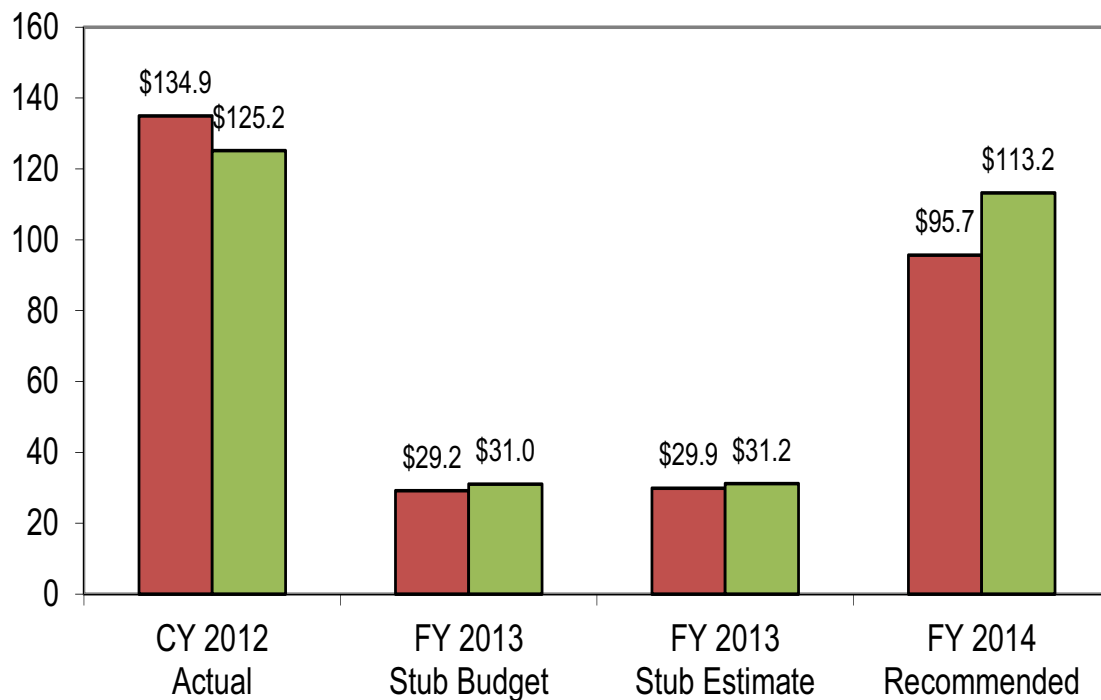
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	28,559,570	15,179,290	15,179,290	31,302,170	16,122,880	30,396,970
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	20,778,950	10,615,100	10,615,100	21,332,150	10,717,050	21,640,060
Revenue from Other Agencies	7,823,150	3,416,220	3,416,220	8,033,720	4,617,500	7,879,650
Charges for Services	0	0	0	0	0	0
Miscellaneous	38,474,330	0	0	35,000,000	35,000,000	35,000,000
<b>Revenue Subtotal</b>	<b>95,636,000</b>	<b>29,210,610</b>	<b>29,210,610</b>	<b>95,668,040</b>	<b>66,457,430</b>	<b>94,916,680</b>
Prior Year Cancellations	48,150	0	0	0	0	0
Transfers In	39,235,690	0	696,880	0	0	0
<b>Subtotal</b>	<b>39,283,840</b>	<b>0</b>	<b>696,880</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>134,919,840</b>	<b>29,210,610</b>	<b>29,907,490</b>	<b>95,668,040</b>	<b>66,457,430</b>	<b>94,916,680</b>
<b>Expenditures/Uses</b>						
Personnel Services	177,170	91,580	91,580	214,100	122,520	241,910
Employee Benefits	79,420	54,260	54,260	107,360	53,110	123,920
Other Expenses	1,616,920	872,900	872,900	2,361,100	1,488,210	2,312,830
Properties	0	0	0	0	0	0
Debt Service	85,176,550	30,000,250	30,000,250	110,500,000	80,499,750	90,000,000
<b>Expenditures Subtotal</b>	<b>87,050,060</b>	<b>31,018,990</b>	<b>31,018,990</b>	<b>113,182,560</b>	<b>82,163,590</b>	<b>92,678,660</b>
Transfers Out	38,107,680	0	196,880	0	0	0
<b>Subtotal</b>	<b>38,107,680</b>	<b>0</b>	<b>196,880</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>125,157,740</b>	<b>31,018,990</b>	<b>31,215,870</b>	<b>113,182,560</b>	<b>82,163,590</b>	<b>92,678,660</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>9,762,100</b>	<b>(1,808,380)</b>	<b>(1,308,380)</b>	<b>(17,514,520)</b>	<b>(15,706,160)</b>	<b>2,238,020</b>
Fund Balance - January 1	25,844,850	17,882,780	35,606,950	34,298,570	16,415,790	16,784,050
Fund Balance - December 31	35,606,950	16,074,400	34,298,570	16,784,050	709,650	19,022,070
Ending Fund Balance as a % of Revenue	37.23	55.03	117.42	17.54	(37.49)	20.04



### 2014 Bond Retirement Fund 151 Budget



### Bond Retirement Fund 151 Revenue/Expenditure Trend (\$ millions)





## Cable Communications

This fund receives the franchise fee applied to gross revenues from Cincinnati cable subscribers. The fund supports communication technology services, Citicable, communications, public and educational access as well as general government services.

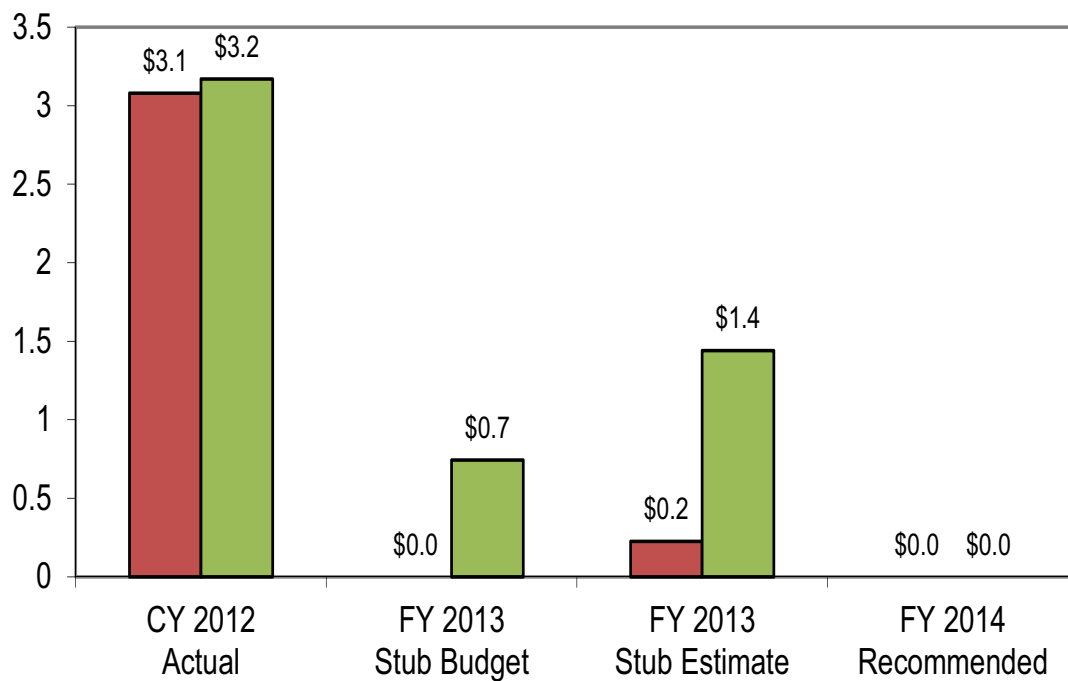
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	2,867,150	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	24,660	0	0	0	0	0
Charges for Services	1,050	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>2,892,860</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Prior Year Cancellations	133,240	0	225,120	0	0	0
Transfers In	52,860	0	0	0	0	0
<b>Subtotal</b>	<b>186,100</b>	<b>0</b>	<b>225,120</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>3,078,960</b>	<b>0</b>	<b>225,120</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures/Uses</b>						
Personnel Services	1,351,750	0	0	0	0	0
Employee Benefits	863,090	0	0	0	0	0
Other Expenses	952,280	0	0	0	0	0
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>3,167,120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers Out	2,780	743,210	1,440,430	0	(743,210)	0
<b>Subtotal</b>	<b>2,780</b>	<b>743,210</b>	<b>1,440,430</b>	<b>0</b>	<b>(743,210)</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>3,169,900</b>	<b>743,210</b>	<b>1,440,430</b>	<b>0</b>	<b>(743,210)</b>	<b>0</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(90,940)</b>	<b>(743,210)</b>	<b>(1,215,310)</b>	<b>0</b>	<b>743,210</b>	<b>0</b>
<b>Fund Balance - January 1</b>	<b>1,306,250</b>	<b>743,210</b>	<b>1,215,310</b>	<b>0</b>	<b>(743,210)</b>	<b>0</b>
<b>Fund Balance - December 31</b>	<b>1,215,310</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance as a % of Revenue</b>	<b>42.01</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



### 2014 Cable Communications Fund 424 Budget

This fund was eliminated in 2013.

#### Cable Communications Fund 424 Revenue/Expenditure Trend (\$ millions)





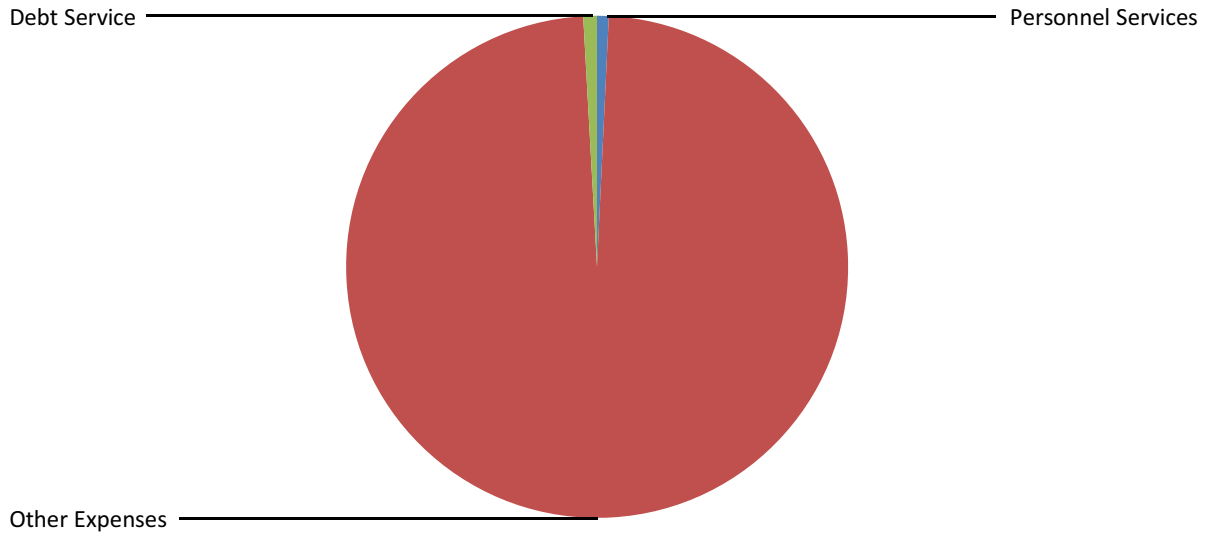
## Convention Center

This fund receives the fees charged for the use of the privately-managed Duke Energy Convention Center and revenue from a portion of the Transient Occupancy Tax to pay for its operation, utilities, maintenance, and capital improvements.

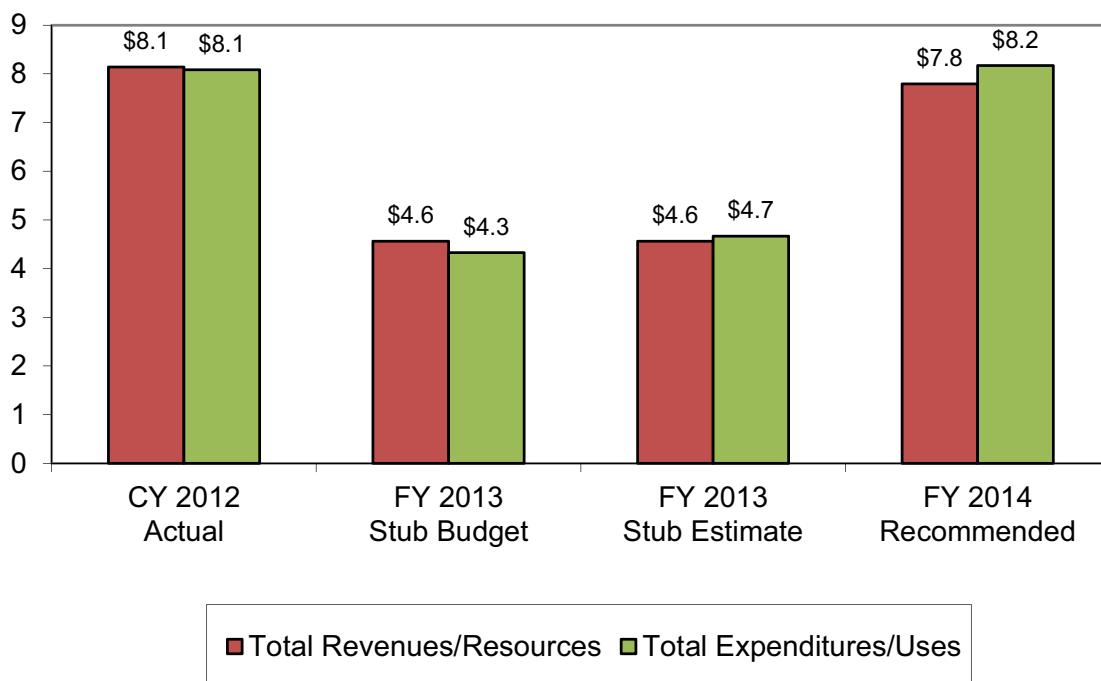
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	1,398,110	581,310	581,310	1,200,000	618,690	1,200,000
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	193,260	106,880	106,880	145,680	38,800	182,310
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	5,953,000	3,549,670	3,549,670	6,022,650	2,472,980	5,975,030
Miscellaneous	593,630	324,280	324,280	427,310	103,030	355,000
<b>Revenue Subtotal</b>	<b>8,138,000</b>	<b>4,562,140</b>	<b>4,562,140</b>	<b>7,795,640</b>	<b>3,233,500</b>	<b>7,712,340</b>
Prior Year Cancellations	0	0	0	0	0	0
Transfers In	1,210	0	0	0	0	0
<b>Subtotal</b>	<b>1,210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>8,139,210</b>	<b>4,562,140</b>	<b>4,562,140</b>	<b>7,795,640</b>	<b>3,233,500</b>	<b>7,712,340</b>
<b>Expenditures/Uses</b>						
Personnel Services	50,010	25,900	25,900	59,330	33,430	62,300
Employee Benefits	18,570	11,940	11,940	27,330	15,400	28,690
Other Expenses	7,002,750	4,023,510	4,023,510	7,785,470	3,761,960	7,995,020
Properties	0	0	0	0	0	0
Debt Service	72,040	35,580	35,580	70,360	34,790	68,800
<b>Expenditures Subtotal</b>	<b>7,143,370</b>	<b>4,096,930</b>	<b>4,096,930</b>	<b>7,942,490</b>	<b>3,845,580</b>	<b>8,154,810</b>
Transfers Out	940,810	230,000	570,000	230,000	0	230,000
<b>Subtotal</b>	<b>940,810</b>	<b>230,000</b>	<b>570,000</b>	<b>230,000</b>	<b>0</b>	<b>230,000</b>
<b>Total Expenditures/Uses</b>	<b>8,084,180</b>	<b>4,326,930</b>	<b>4,666,930</b>	<b>8,172,490</b>	<b>3,845,580</b>	<b>8,384,810</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>55,030</b>	<b>235,210</b>	<b>(104,790)</b>	<b>(376,850)</b>	<b>(612,080)</b>	<b>(672,470)</b>
Fund Balance - January 1	2,188,730	1,065,280	2,243,760	2,138,970	1,073,690	1,762,120
Fund Balance - December 31	2,243,760	1,300,490	2,138,970	1,762,120	461,630	1,089,650
Ending Fund Balance as a % of Revenue	27.57	28.51	46.89	22.60	(5.90)	14.13



### 2014 Convention Center Fund 103 Budget



### Convention Center Fund 103 Revenue/Expenditure Trend (\$ millions)







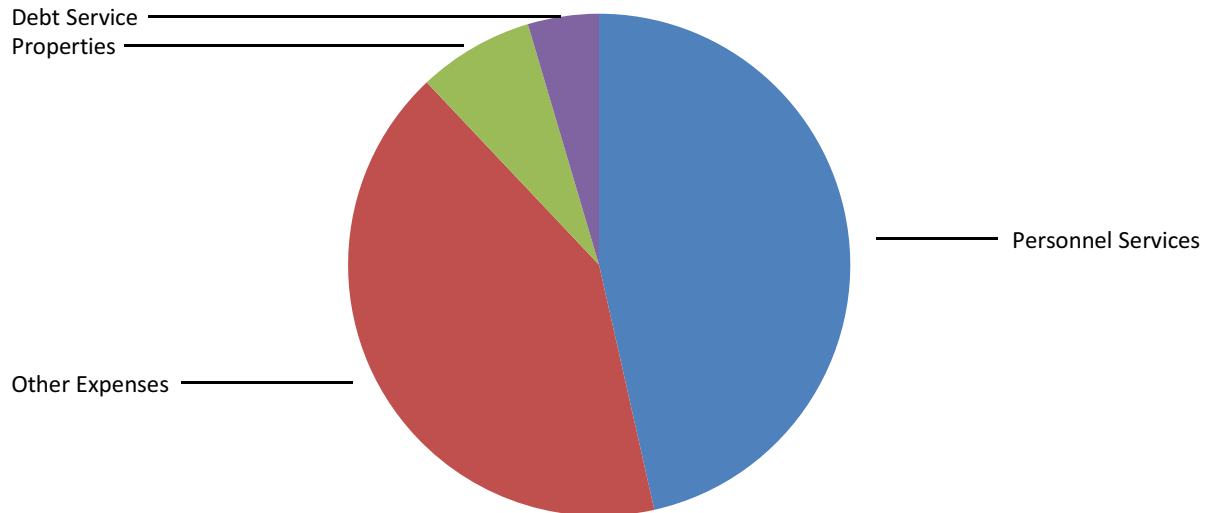
## General Aviation

This fund accounts for revenues from hangar rental and other fees at Lunken Airport. Expenditures from this fund support maintenance and general operation of the municipally-owned Lunken Airport.

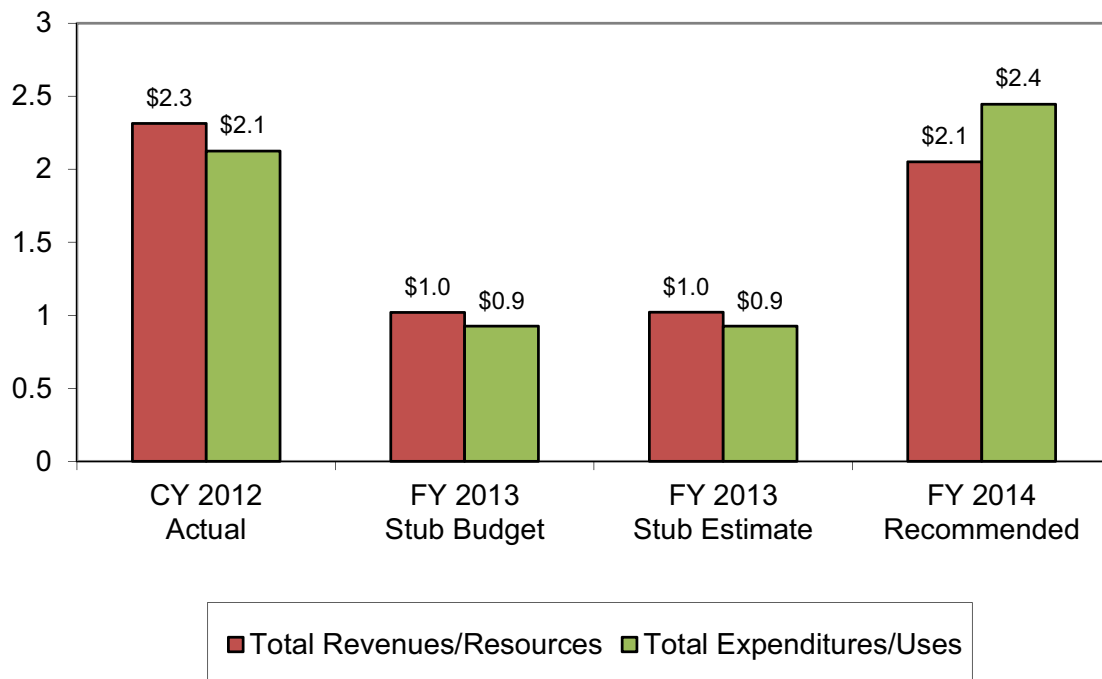
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	37,510	15,000	15,000	25,000	10,000	25,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	2,109,660	1,005,300	1,005,300	2,025,000	1,019,700	2,025,000
Miscellaneous	420	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>2,147,590</b>	<b>1,020,300</b>	<b>1,020,300</b>	<b>2,050,000</b>	<b>1,029,700</b>	<b>2,050,000</b>
Prior Year Cancellations	64,930	0	90	0	0	0
Transfers In	100,610	0	0	0	0	0
<b>Subtotal</b>	<b>165,540</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>2,313,130</b>	<b>1,020,300</b>	<b>1,020,390</b>	<b>2,050,000</b>	<b>1,029,700</b>	<b>2,050,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	535,920	350,530	350,530	697,700	347,170	709,200
Employee Benefits	220,190	165,300	165,300	340,790	175,490	352,160
Other Expenses	636,410	316,750	316,750	622,850	306,110	639,400
Properties	73,610	55,150	55,150	112,000	56,860	115,710
Debt Service	72,740	37,560	37,560	68,790	31,230	64,050
<b>Expenditures Subtotal</b>	<b>1,538,870</b>	<b>925,290</b>	<b>925,290</b>	<b>1,842,130</b>	<b>916,860</b>	<b>1,880,520</b>
Transfers Out	585,570	0	0	602,600	602,600	629,100
<b>Subtotal</b>	<b>585,570</b>	<b>0</b>	<b>0</b>	<b>602,600</b>	<b>602,600</b>	<b>629,100</b>
<b>Total Expenditures/Uses</b>	<b>2,124,440</b>	<b>925,290</b>	<b>925,290</b>	<b>2,444,730</b>	<b>1,519,460</b>	<b>2,509,620</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>188,690</b>	<b>95,010</b>	<b>95,100</b>	<b>(394,730)</b>	<b>(489,760)</b>	<b>(459,620)</b>
Fund Balance - January 1	1,976,530	1,743,880	2,165,220	2,260,320	516,440	1,865,590
Fund Balance - December 31	2,165,220	1,838,890	2,260,320	1,865,590	26,700	1,405,970
Ending Fund Balance as a % of Revenue	100.82	180.23	221.53	91.00	(89.23)	68.58



### 2014 General Aviation Fund 104 Budget



### General Aviation Fund 104 Revenue/Expenditure Trend (\$ millions)





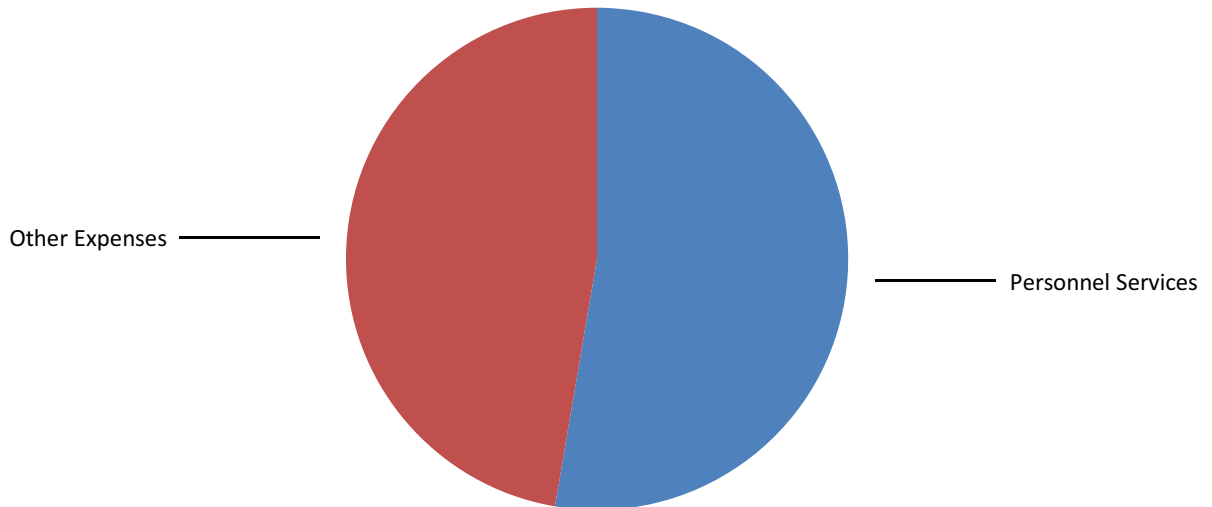
## Health Services

This fund receives revenue from Medicare, Medicaid, and third parties for services by the City's health clinics to qualifying patients. This fund supports a policy of wellness and preventative health maintenance to serve the health needs of citizens.

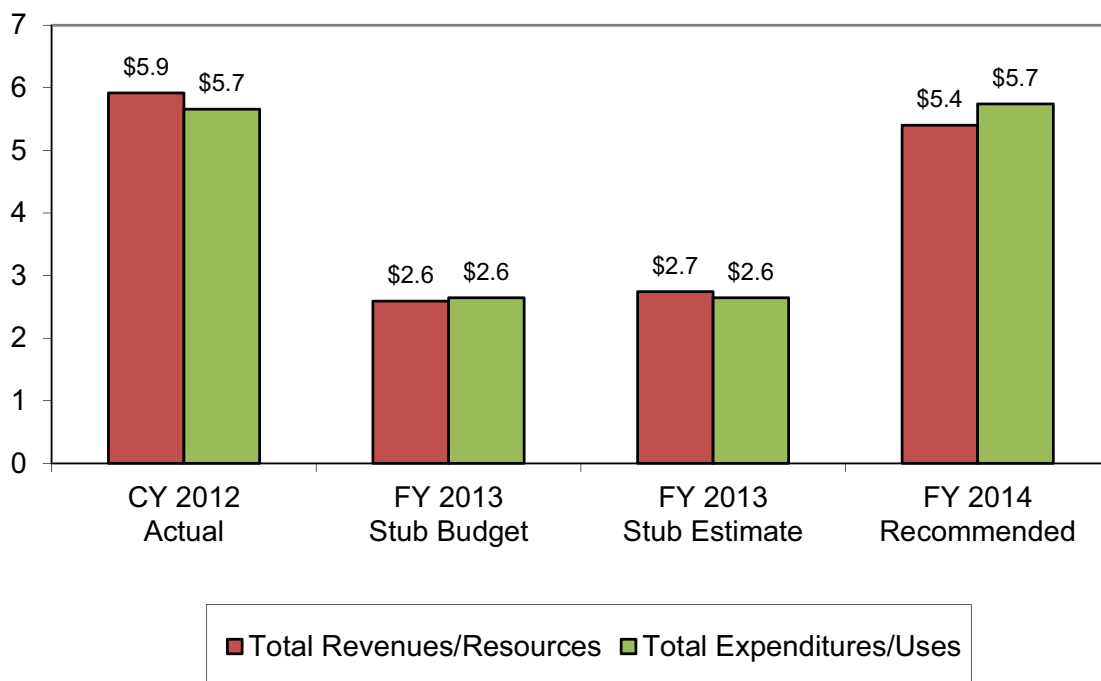
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	5,717,260	2,591,000	2,591,000	5,402,000	2,811,000	5,642,000
Miscellaneous	0	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>5,717,260</b>	<b>2,591,000</b>	<b>2,591,000</b>	<b>5,402,000</b>	<b>2,811,000</b>	<b>5,642,000</b>
Prior Year Cancellations	200,250	0	152,650	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>200,250</b>	<b>0</b>	<b>152,650</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>5,917,510</b>	<b>2,591,000</b>	<b>2,743,650</b>	<b>5,402,000</b>	<b>2,811,000</b>	<b>5,642,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	2,152,870	1,131,010	1,131,010	2,387,120	1,256,110	2,438,820
Employee Benefits	1,015,270	572,470	572,470	1,209,570	637,110	1,249,000
Other Expenses	2,490,910	940,670	940,670	2,143,950	1,203,290	2,200,600
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>5,659,050</b>	<b>2,644,150</b>	<b>2,644,150</b>	<b>5,740,640</b>	<b>3,096,510</b>	<b>5,888,420</b>
Transfers Out	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>5,659,050</b>	<b>2,644,150</b>	<b>2,644,150</b>	<b>5,740,640</b>	<b>3,096,510</b>	<b>5,888,420</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>258,460</b>	<b>(53,150)</b>	<b>99,500</b>	<b>(338,640)</b>	<b>(285,510)</b>	<b>(246,420)</b>
Fund Balance - January 1	509,340	349,010	767,800	867,300	518,290	528,660
Fund Balance - December 31	767,800	295,860	867,300	528,660	232,800	282,240
Ending Fund Balance as a % of Revenue	13.43	11.42	33.47	9.79	(1.63)	5.00



### 2014 Health Services Fund 395 Budget



### Health Services Fund 395 Revenue/Expenditure Trend (\$ millions)





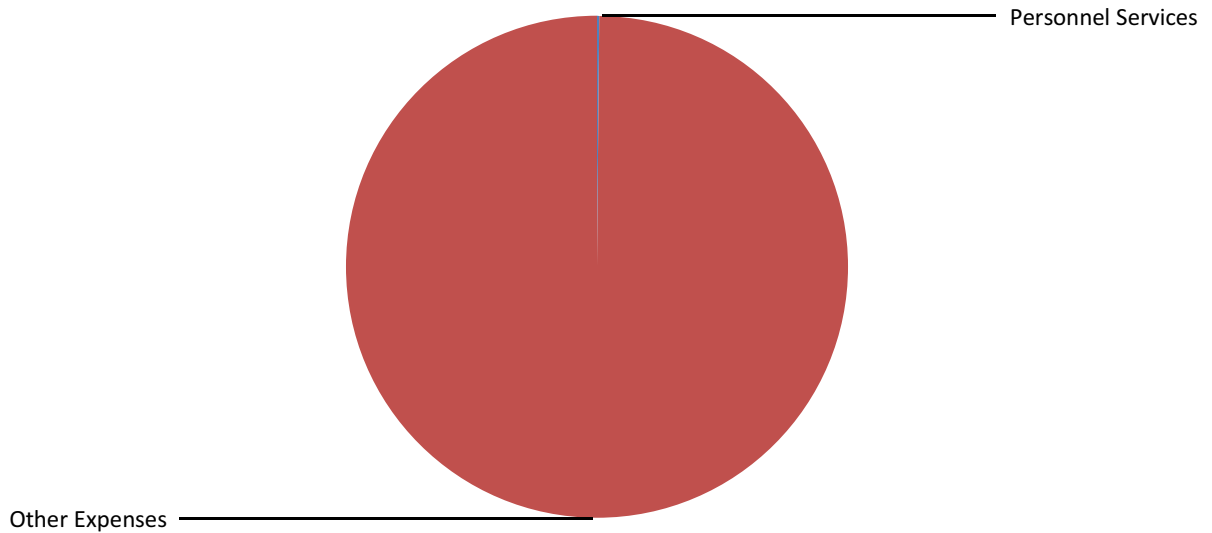
## Income Tax Transit

This fund accumulates the proceeds of the 0.3% of the Income Tax established for City transit needs and transportation-related functions. The City contracts with the Southwest Ohio Regional Transit Authority (SORTA) to operate the bus system.

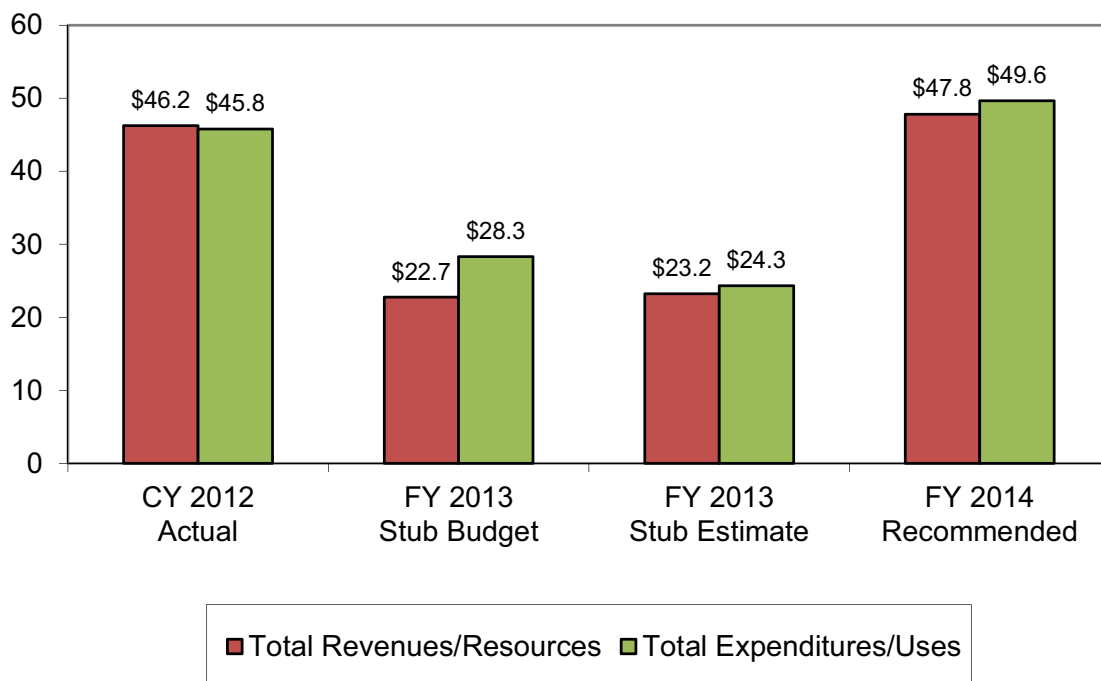
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	46,105,230	22,713,540	23,177,820	47,745,260	25,031,730	48,707,010
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	92,980	33,150	33,150	65,000	31,850	65,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	420	0	0	0	0	0
Miscellaneous	43,700	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>46,242,330</b>	<b>22,746,690</b>	<b>23,210,970</b>	<b>47,810,260</b>	<b>25,063,580</b>	<b>48,772,010</b>
Prior Year Cancellations	4,370	0	0	0	0	0
Transfers In	3,100	0	0	0	0	0
<b>Subtotal</b>	<b>7,470</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>46,249,800</b>	<b>22,746,690</b>	<b>23,210,970</b>	<b>47,810,260</b>	<b>25,063,580</b>	<b>48,772,010</b>
<b>Expenditures/Uses</b>						
Personnel Services	25,270	35,710	35,710	65,960	30,250	67,400
Employee Benefits	11,340	7,380	7,380	18,830	11,460	20,060
Other Expenses	45,628,870	28,271,880	24,276,090	49,456,760	21,184,880	48,828,900
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>45,665,480</b>	<b>28,314,970</b>	<b>24,319,180</b>	<b>49,541,550</b>	<b>21,226,590</b>	<b>48,916,360</b>
Transfers Out	100,000	0	0	100,000	100,000	100,000
<b>Subtotal</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Total Expenditures/Uses</b>	<b>45,765,480</b>	<b>28,314,970</b>	<b>24,319,180</b>	<b>49,641,550</b>	<b>21,326,590</b>	<b>49,016,360</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>484,320</b>	<b>(5,568,280)</b>	<b>(1,108,210)</b>	<b>(1,831,290)</b>	<b>3,736,990</b>	<b>(244,350)</b>
Fund Balance - January 1	5,707,280	6,268,380	6,191,600	5,083,390	(1,184,990)	3,252,100
Fund Balance - December 31	6,191,600	700,100	5,083,390	3,252,100	2,552,000	3,007,750
Ending Fund Balance as a % of Revenue	13.39	3.08	21.90	6.80	3.72	6.17



### 2014 Income Tax Transit Fund 759 Budget



### Income Tax Transit Fund 759 Revenue/Expenditure Trend (\$ millions)





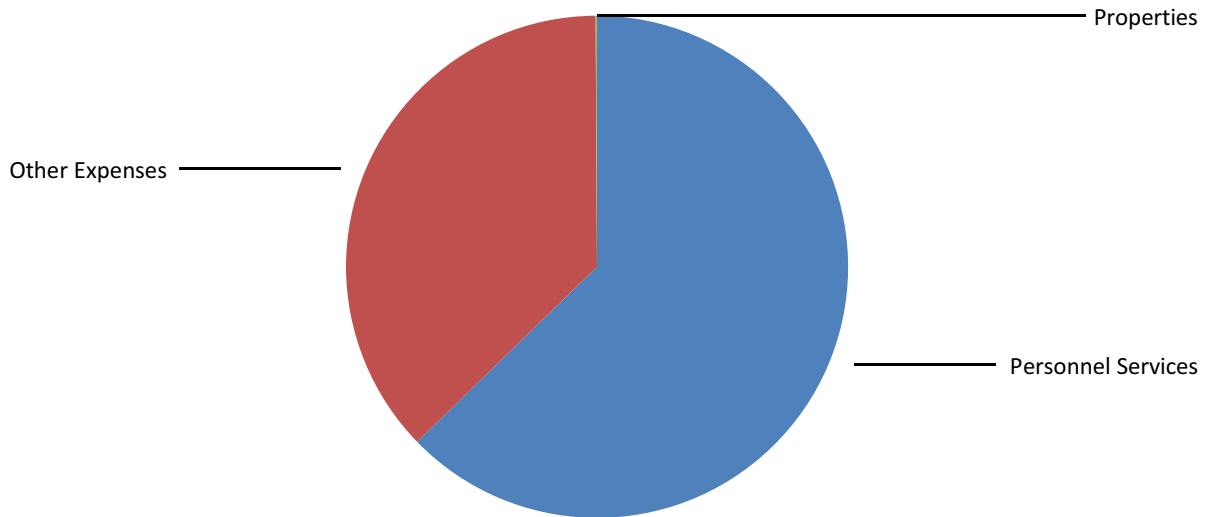
## Income Tax-Infrastructure

This fund accounts for receipts from the 0.1% increase in the Income Tax approved by voters in 1988 and for expenses for repair, upkeep, and improvements of the City's infrastructure. The City must spend a minimum amount for yearly infrastructure needs

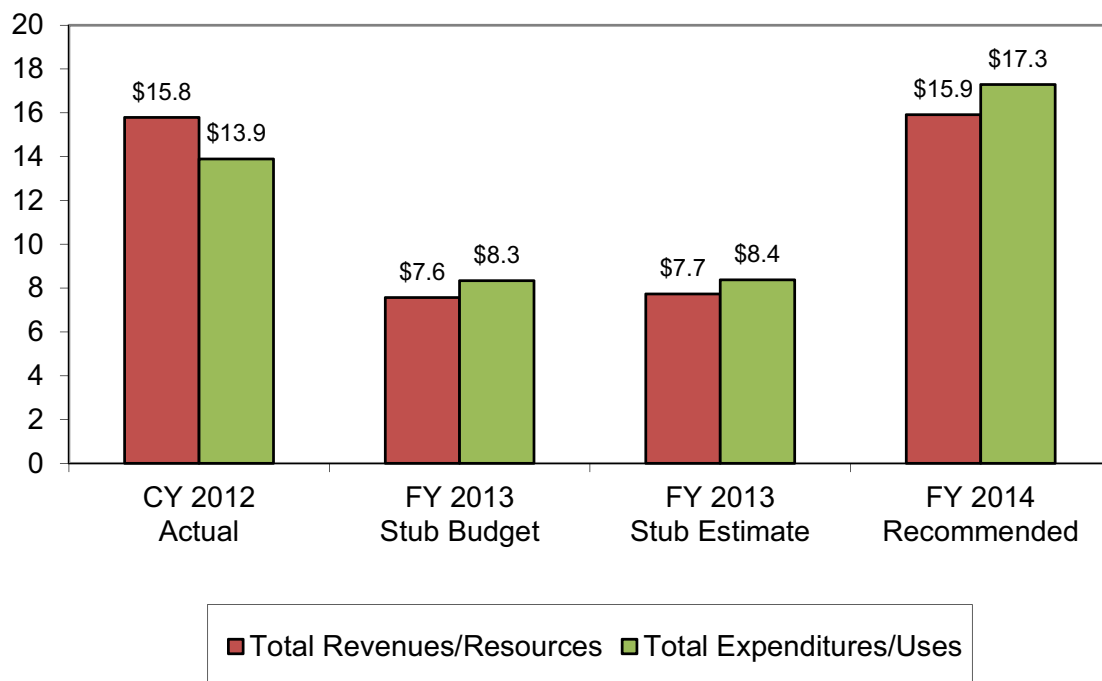
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	15,368,410	7,571,180	7,725,940	15,915,090	8,343,910	16,235,670
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	12,960	0	0	0	0	0
Charges for Services	76,280	0	0	0	0	0
Miscellaneous	41,520	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>15,499,170</b>	<b>7,571,180</b>	<b>7,725,940</b>	<b>15,915,090</b>	<b>8,343,910</b>	<b>16,235,670</b>
Prior Year Cancellations	293,630	0	9,110	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>293,630</b>	<b>0</b>	<b>9,110</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>15,792,800</b>	<b>7,571,180</b>	<b>7,735,050</b>	<b>15,915,090</b>	<b>8,343,910</b>	<b>16,235,670</b>
<b>Expenditures/Uses</b>						
Personnel Services	6,732,920	4,107,680	4,107,680	8,095,900	3,988,230	8,223,840
Employee Benefits	3,685,120	1,950,770	1,950,770	4,385,590	2,434,820	4,567,780
Other Expenses	3,472,370	2,283,360	2,313,310	4,797,950	2,514,590	4,867,770
Properties	3,190	0	0	11,640	11,640	12,040
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>13,893,600</b>	<b>8,341,810</b>	<b>8,371,760</b>	<b>17,291,080</b>	<b>8,949,280</b>	<b>17,671,430</b>
Transfers Out	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>13,893,600</b>	<b>8,341,810</b>	<b>8,371,760</b>	<b>17,291,080</b>	<b>8,949,280</b>	<b>17,671,430</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>1,899,200</b>	<b>(770,630)</b>	<b>(636,710)</b>	<b>(1,375,990)</b>	<b>(605,370)</b>	<b>(1,435,760)</b>
Fund Balance - January 1	5,078,530	5,329,260	6,977,730	6,341,020	1,011,760	4,965,030
Fund Balance - December 31	6,977,730	4,558,630	6,341,020	4,965,030	406,400	3,529,270
Ending Fund Balance as a % of Revenue	45.02	60.21	82.07	31.20	(29.01)	21.74



### 2014 Income Tax-Infrastructure Fund 302 Budget



### Income Tax-Infrastructure Fund 302 Revenue/Expenditure Trend (\$ millions)







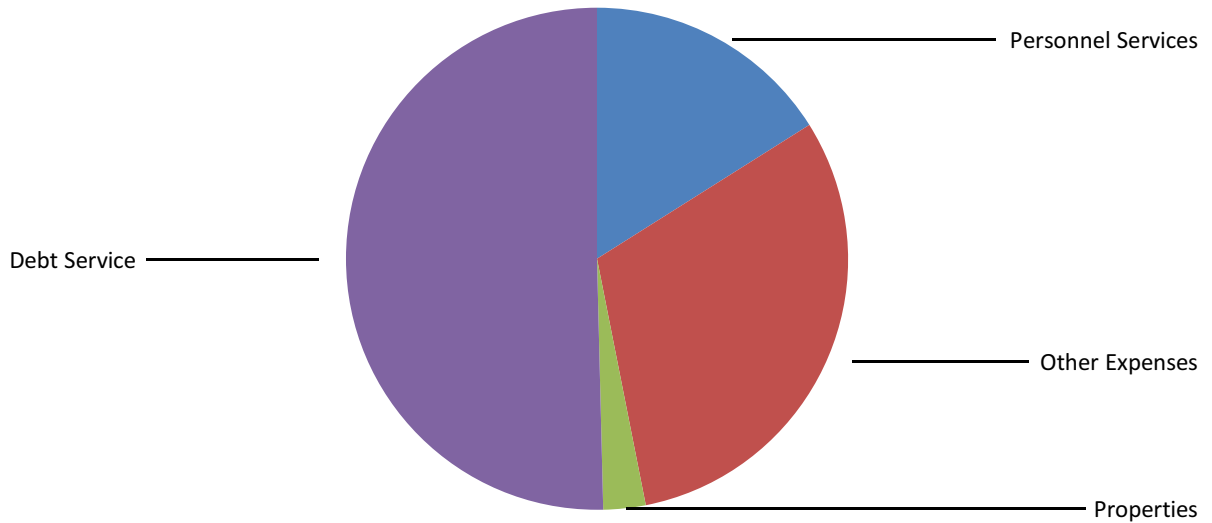
## Metropolitan Sewer District

This fund supports the management and operation of the Metropolitan Sewer District (MSD). MSD is run by the City on behalf of Hamilton County. User fees charged to customers fund operating expenses and capital improvements.

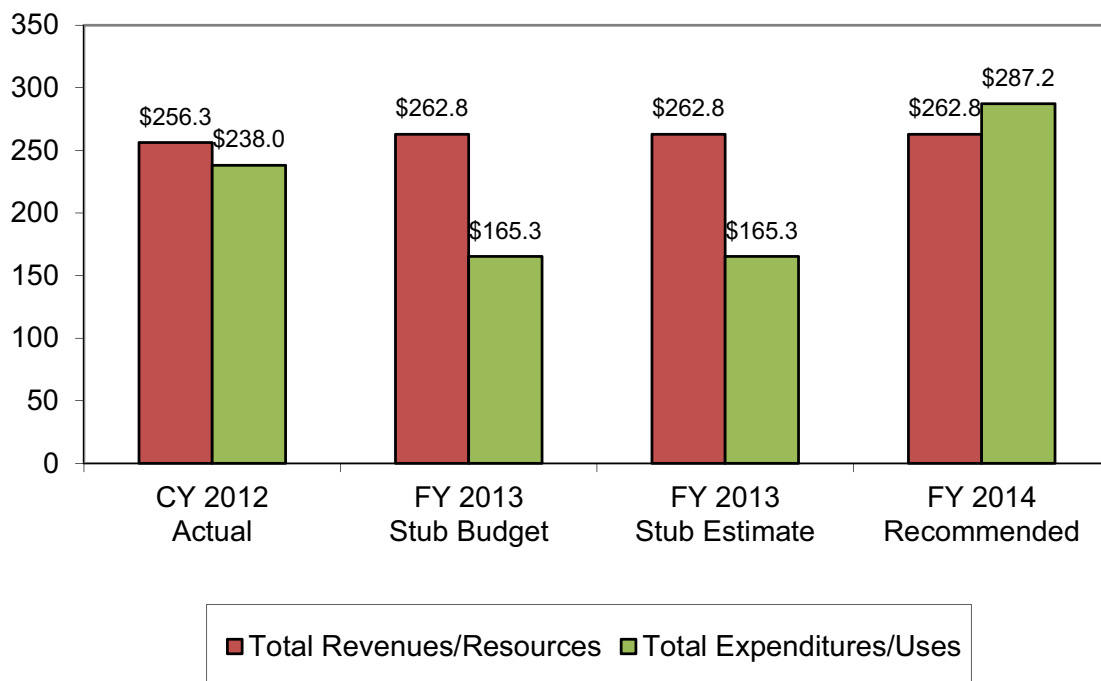
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	24,880	40,000	40,000	40,000	0	40,000
Courts & Use of Money & Property	1,604,900	2,150,000	2,150,000	2,150,000	0	2,150,000
Revenue from Other Agencies	89,780	0	0	0	0	0
Charges for Services	244,260,610	260,100,000	260,100,000	260,100,000	0	260,100,000
Miscellaneous	2,401,180	500,000	500,000	500,000	0	500,000
<b>Revenue Subtotal</b>	<b>248,381,350</b>	<b>262,790,000</b>	<b>262,790,000</b>	<b>262,790,000</b>	<b>0</b>	<b>262,790,000</b>
Prior Year Cancellations	7,894,270	0	23,670	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>7,894,270</b>	<b>0</b>	<b>23,670</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>256,275,620</b>	<b>262,790,000</b>	<b>262,813,670</b>	<b>262,790,000</b>	<b>0</b>	<b>262,790,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	29,883,980	17,056,460	17,056,460	33,651,580	16,595,110	35,434,030
Employee Benefits	15,270,730	8,465,490	8,465,490	17,488,620	9,023,120	19,316,510
Other Expenses	47,287,300	27,622,490	27,622,490	64,703,970	37,081,470	65,643,670
Properties	2,805,370	2,169,130	2,169,130	5,696,680	3,527,560	5,867,580
Debt Service	80,596,480	50,000,000	50,000,000	105,700,000	55,700,000	116,800,000
<b>Expenditures Subtotal</b>	<b>175,843,860</b>	<b>105,313,570</b>	<b>105,313,570</b>	<b>227,240,850</b>	<b>121,927,260</b>	<b>243,061,790</b>
Transfers Out	62,180,000	60,000,000	60,000,000	60,000,000	0	60,000,000
<b>Subtotal</b>	<b>62,180,000</b>	<b>60,000,000</b>	<b>60,000,000</b>	<b>60,000,000</b>	<b>0</b>	<b>60,000,000</b>
<b>Total Expenditures/Uses</b>	<b>238,023,860</b>	<b>165,313,570</b>	<b>165,313,570</b>	<b>287,240,850</b>	<b>121,927,260</b>	<b>303,061,790</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>18,251,760</b>	<b>97,476,430</b>	<b>97,500,100</b>	<b>(24,450,850)</b>	<b>(121,927,260)</b>	<b>(40,271,790)</b>
Fund Balance - January 1	57,027,780	80,813,690	75,279,540	172,779,640	91,965,950	148,328,790
Fund Balance - December 31	75,279,540	178,290,120	172,779,640	148,328,790	(29,961,330)	108,057,000
Ending Fund Balance as a % of Revenue	30.31	67.85	65.75	56.44	(11.40)	41.12



### 2014 Metropolitan Sewer District Fund 701 Budget



### Metropolitan Sewer District Fund 701 Revenue/Expenditure Trend (\$ millions)





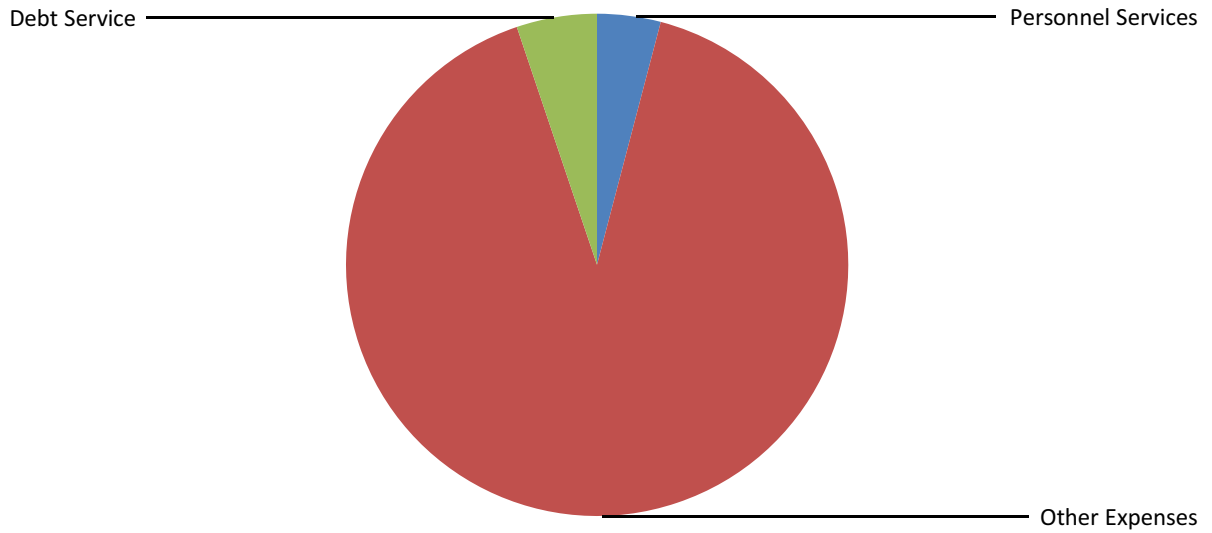
## Municipal Golf

This fund supports the operation and maintenance of the City's privately managed golf courses, using receipts from fees charged for the use of golf courses, driving ranges, golf carts, and concessions purchased by golf patrons.

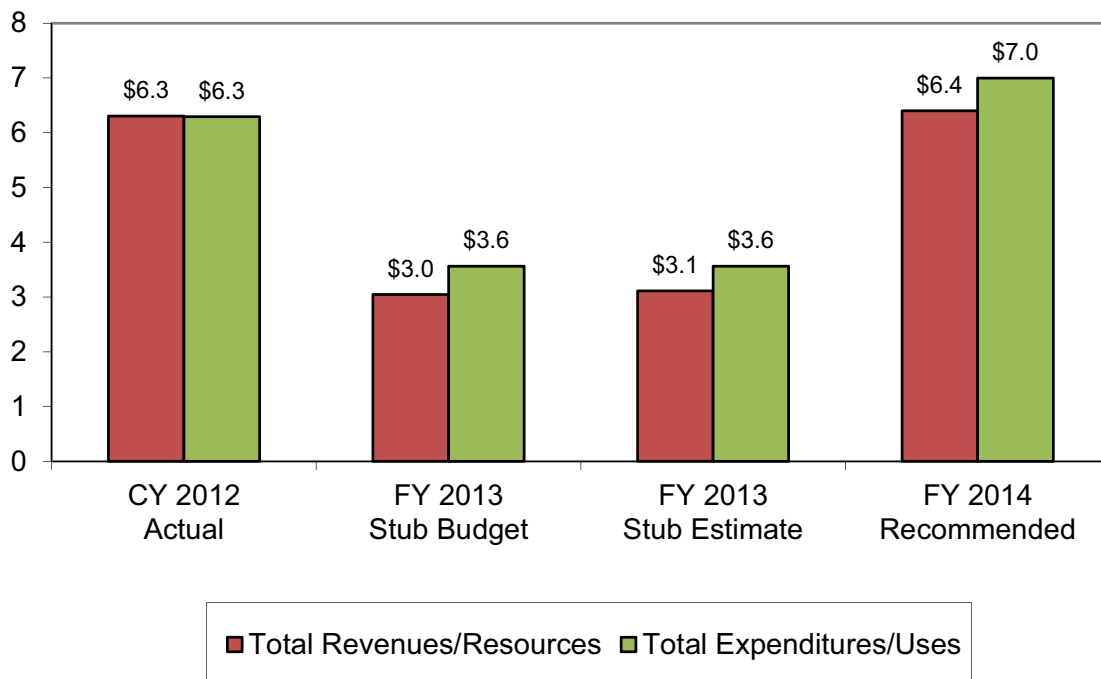
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	16,430	6,000	6,000	13,000	7,000	13,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	5,996,110	3,040,000	3,040,000	6,387,000	3,347,000	6,387,000
Miscellaneous	41,830	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>6,054,370</b>	<b>3,046,000</b>	<b>3,046,000</b>	<b>6,400,000</b>	<b>3,354,000</b>	<b>6,400,000</b>
Prior Year Cancellations	250,900	0	63,900	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>250,900</b>	<b>0</b>	<b>63,900</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>6,305,270</b>	<b>3,046,000</b>	<b>3,109,900</b>	<b>6,400,000</b>	<b>3,354,000</b>	<b>6,400,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	227,470	115,080	115,080	280,340	165,260	287,350
Employee Benefits	79,690	42,590	42,590	121,540	78,950	124,090
Other Expenses	5,615,170	3,360,870	3,360,870	6,240,500	2,879,630	5,695,260
Properties	0	0	0	0	0	0
Debt Service	371,730	45,000	45,000	356,060	311,060	350,390
<b>Expenditures Subtotal</b>	<b>6,294,060</b>	<b>3,563,540</b>	<b>3,563,540</b>	<b>6,998,440</b>	<b>3,434,900</b>	<b>6,457,090</b>
Transfers Out	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>6,294,060</b>	<b>3,563,540</b>	<b>3,563,540</b>	<b>6,998,440</b>	<b>3,434,900</b>	<b>6,457,090</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>11,210</b>	<b>(517,540)</b>	<b>(453,640)</b>	<b>(598,440)</b>	<b>(80,900)</b>	<b>(57,090)</b>
Fund Balance - January 1	1,348,960	1,077,130	1,360,170	906,530	(170,600)	308,090
Fund Balance - December 31	1,360,170	559,590	906,530	308,090	(251,500)	251,000
Ending Fund Balance as a % of Revenue	22.47	18.37	29.76	4.81	(13.56)	3.92



### 2014 Municipal Golf Fund 105 Budget



### Municipal Golf Fund 105 Revenue/Expenditure Trend (\$ millions)





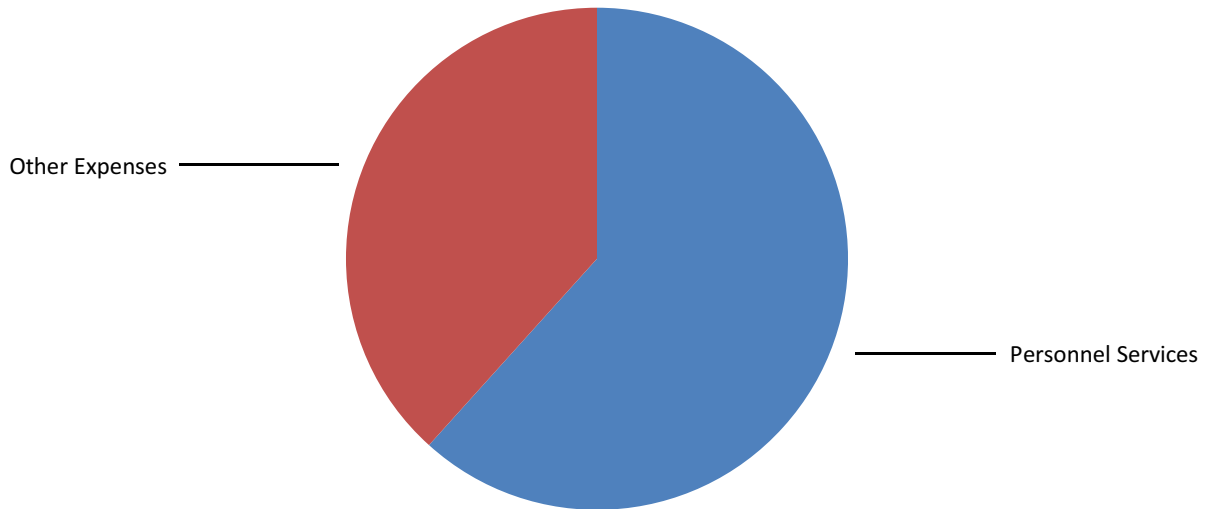
## Municipal Motor Vehicle Lic Tx

This fund accounts for the receipts from the Motor Vehicle License Tax levied by the City and 50% of the receipts from the tax levied by Hamilton County. Fund expenditures are dedicated to repair, upkeep, and improvements to the City's right-of-way.

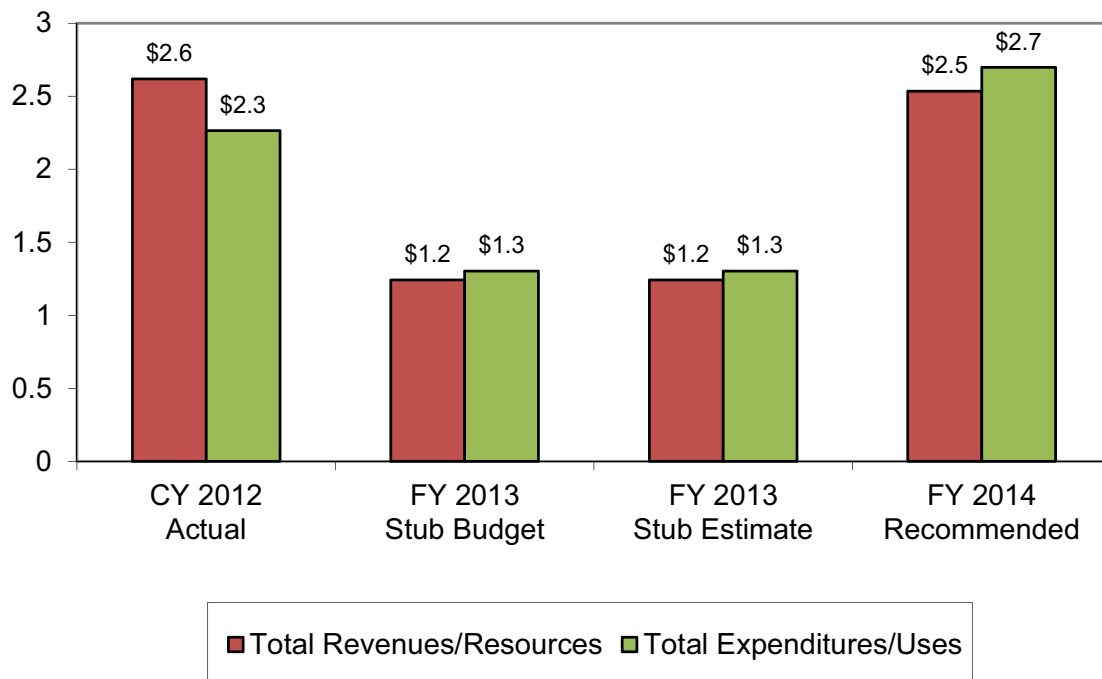
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	2,518,520	1,242,150	1,242,150	2,535,000	1,292,850	2,535,000
Charges for Services	25,110	0	0	0	0	0
Miscellaneous	3,220	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>2,546,850</b>	<b>1,242,150</b>	<b>1,242,150</b>	<b>2,535,000</b>	<b>1,292,850</b>	<b>2,535,000</b>
Prior Year Cancellations	71,250	0	0	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>71,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>2,618,100</b>	<b>1,242,150</b>	<b>1,242,150</b>	<b>2,535,000</b>	<b>1,292,850</b>	<b>2,535,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	1,097,280	600,900	600,900	1,217,720	616,810	1,228,800
Employee Benefits	623,350	318,900	318,900	723,490	404,590	753,280
Other Expenses	544,100	383,440	383,440	756,420	372,980	794,610
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>2,264,730</b>	<b>1,303,240</b>	<b>1,303,240</b>	<b>2,697,630</b>	<b>1,394,380</b>	<b>2,776,690</b>
Transfers Out	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>2,264,730</b>	<b>1,303,240</b>	<b>1,303,240</b>	<b>2,697,630</b>	<b>1,394,380</b>	<b>2,776,690</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>353,370</b>	<b>(61,090)</b>	<b>(61,090)</b>	<b>(162,630)</b>	<b>(101,530)</b>	<b>(241,690)</b>
<b>Fund Balance - January 1</b>	<b>562,830</b>	<b>380,780</b>	<b>916,200</b>	<b>855,110</b>	<b>474,330</b>	<b>692,480</b>
<b>Fund Balance - December 31</b>	<b>916,200</b>	<b>319,690</b>	<b>855,110</b>	<b>692,480</b>	<b>372,790</b>	<b>450,790</b>
<b>Ending Fund Balance as a % of Revenue</b>	<b>35.97</b>	<b>25.74</b>	<b>68.84</b>	<b>27.32</b>	<b>1.58</b>	<b>17.78</b>



### 2014 Municipal Motor Vehicle Lic Tx Fund 306 Budget



### Municipal Motor Vehicle Lic Tx Fund 306 Revenue/Expenditure Trend (\$ millions)





## Parking Meter

This fund accounts for net receipts from the City's parking meters throughout the City, but primarily downtown. Expenditures include the City's Special Improvement District Assessment payment, and improvements and maintenance in select rights of way.

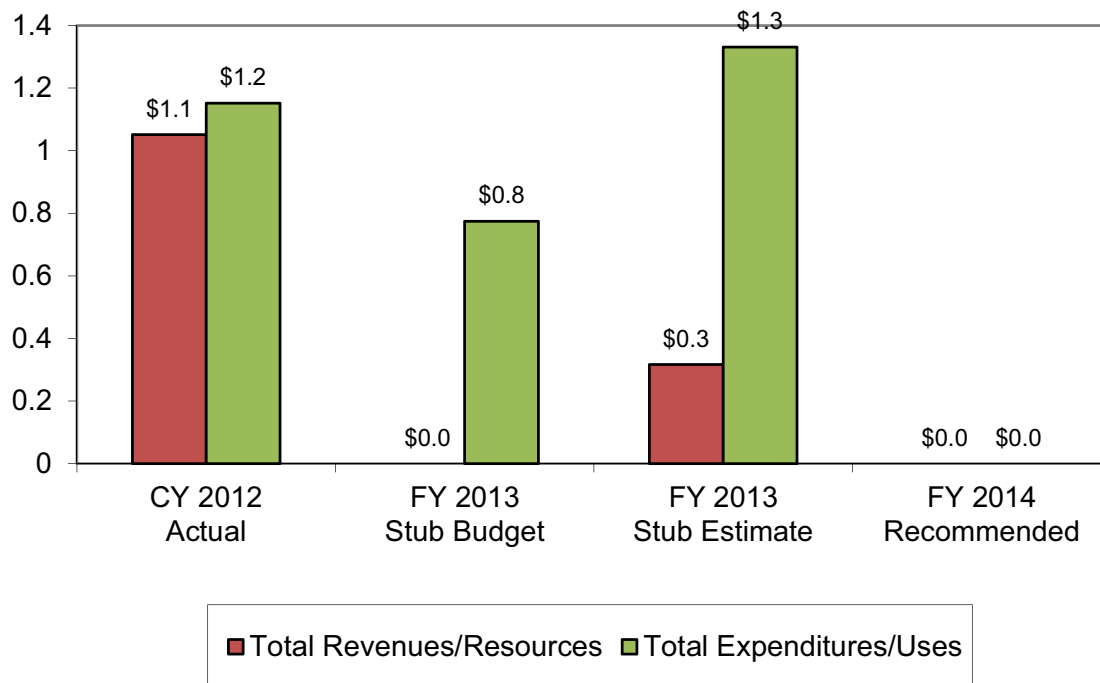
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	963,340	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>963,340</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Prior Year Cancellations	88,030	0	316,880	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>88,030</b>	<b>0</b>	<b>316,880</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>1,051,370</b>	<b>0</b>	<b>316,880</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures/Uses</b>						
Personnel Services	404,150	0	0	0	0	0
Employee Benefits	62,940	0	0	0	0	0
Other Expenses	684,780	0	0	0	0	0
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>1,151,870</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers Out	0	774,400	1,331,230	0	(774,400)	0
<b>Subtotal</b>	<b>0</b>	<b>774,400</b>	<b>1,331,230</b>	<b>0</b>	<b>(774,400)</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>1,151,870</b>	<b>774,400</b>	<b>1,331,230</b>	<b>0</b>	<b>(774,400)</b>	<b>0</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(100,500)</b>	<b>(774,400)</b>	<b>(1,014,350)</b>	<b>0</b>	<b>774,400</b>	<b>0</b>
<b>Fund Balance - January 1</b>	<b>1,114,850</b>	<b>774,400</b>	<b>1,014,350</b>	<b>0</b>	<b>(774,400)</b>	<b>0</b>
<b>Fund Balance - December 31</b>	<b>1,014,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Fund Balance as a % of Revenue</b>	<b>105.30</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



### 2014 Parking Meter Fund 303 Budget

This fund was eliminated in 2013.

#### Parking Meter Fund 303 Revenue/Expenditure Trend (\$ millions)







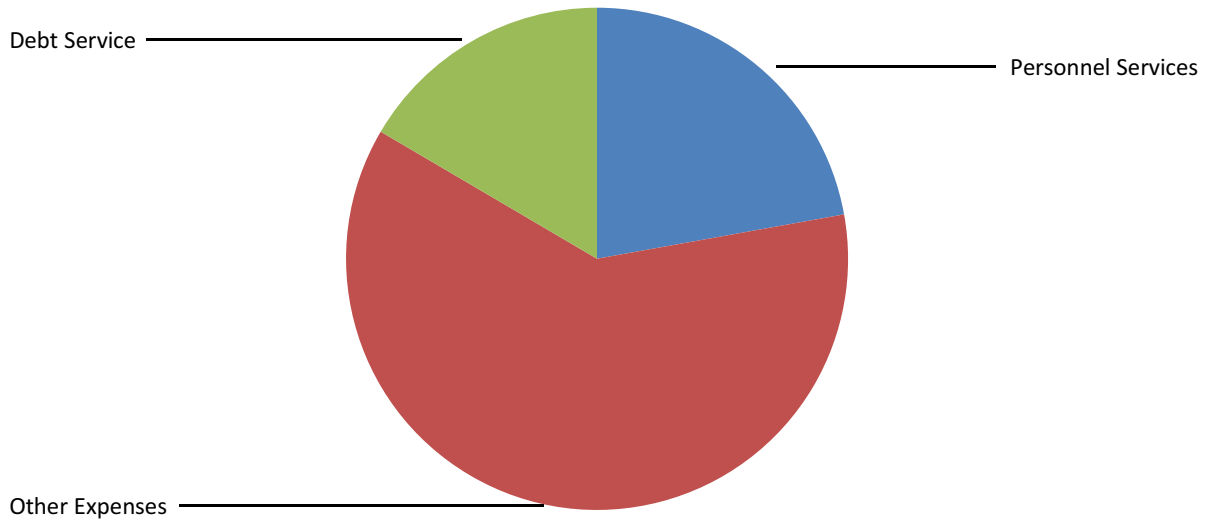
## Parking System Facilities

This fund supports the operations of and improvements to the City's public garages and parking lots. The Parking System operates as a system whereby the more profitable garages and parking lots support those in marginal and less profitable locations.

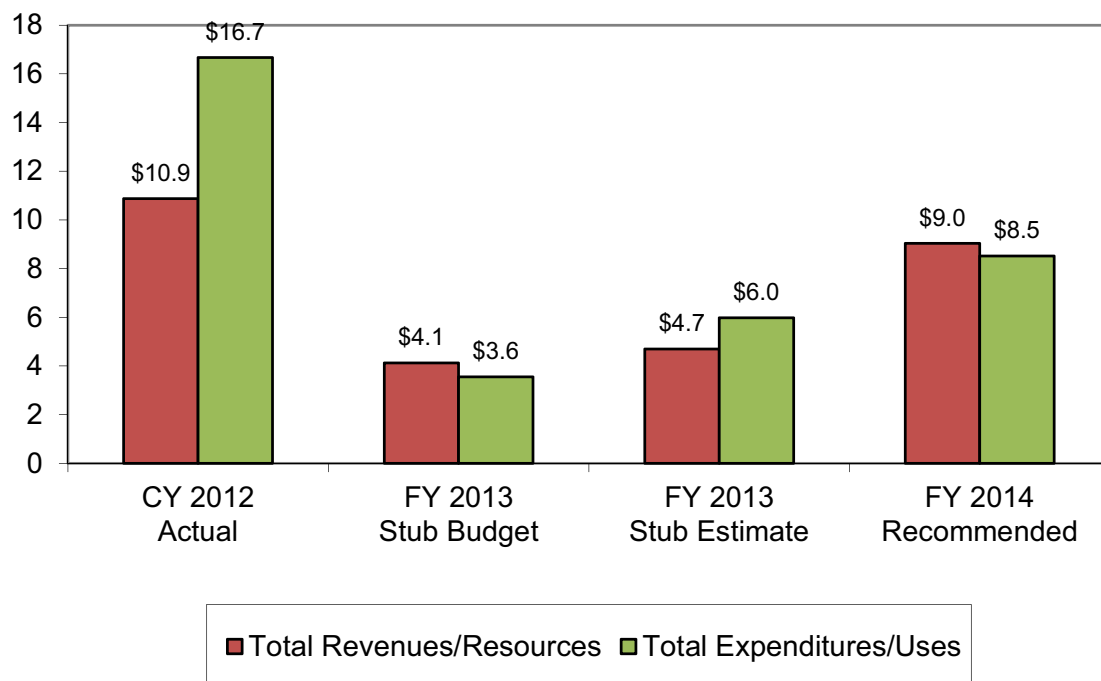
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	175,130	85,500	46,000	77,500	(8,000)	77,500
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	9,989,370	4,035,800	4,480,900	8,961,550	4,925,750	8,961,550
Miscellaneous	1,700	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>10,166,200</b>	<b>4,121,300</b>	<b>4,526,900</b>	<b>9,039,050</b>	<b>4,917,750</b>	<b>9,039,050</b>
Prior Year Cancellations	459,200	0	119,830	0	0	0
Transfers In	246,200	0	50,000	0	0	0
<b>Subtotal</b>	<b>705,400</b>	<b>0</b>	<b>169,830</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>10,871,600</b>	<b>4,121,300</b>	<b>4,696,730</b>	<b>9,039,050</b>	<b>4,917,750</b>	<b>9,039,050</b>
<b>Expenditures/Uses</b>						
Personnel Services	1,366,620	773,280	773,280	1,655,350	882,080	1,683,750
Employee Benefits	785,410	452,790	452,790	948,340	495,550	982,770
Other Expenses	4,282,900	2,091,990	2,091,990	4,576,780	2,484,800	4,704,630
Properties	0	0	0	0	0	0
Debt Service	374,720	236,020	236,020	1,235,530	999,510	1,996,830
<b>Expenditures Subtotal</b>	<b>6,809,650</b>	<b>3,554,080</b>	<b>3,554,080</b>	<b>8,416,000</b>	<b>4,861,940</b>	<b>9,367,980</b>
Transfers Out	9,857,850	0	2,424,000	100,000	100,000	100,000
<b>Subtotal</b>	<b>9,857,850</b>	<b>0</b>	<b>2,424,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Total Expenditures/Uses</b>	<b>16,667,500</b>	<b>3,554,080</b>	<b>5,978,080</b>	<b>8,516,000</b>	<b>4,961,940</b>	<b>9,467,980</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(5,795,900)</b>	<b>567,220</b>	<b>(1,281,350)</b>	<b>523,050</b>	<b>(44,190)</b>	<b>(428,930)</b>
Fund Balance - January 1	13,159,390	13,759,980	7,363,490	6,082,140	(7,677,840)	6,605,190
Fund Balance - December 31	7,363,490	14,327,200	6,082,140	6,605,190	(7,722,010)	6,176,260
Ending Fund Balance as a % of Revenue	72.43	347.64	134.36	73.07	(274.56)	68.33



### 2014 Parking System Facilities Fund 102 Budget



### Parking System Facilities Fund 102 Revenue/Expenditure Trend (\$ millions)





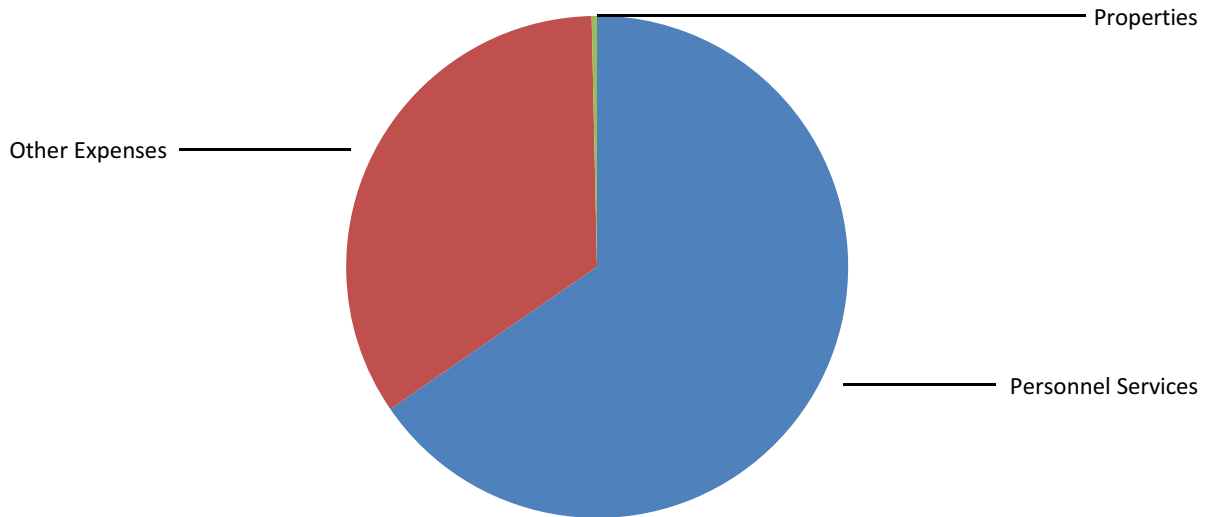
## Recreation Special Activities

This fund accounts for the receipts and operating expenditures of recreation facility rentals, day camps, swimming pools, the Schmidt boat ramp, concessions, and recreation center contract classes.

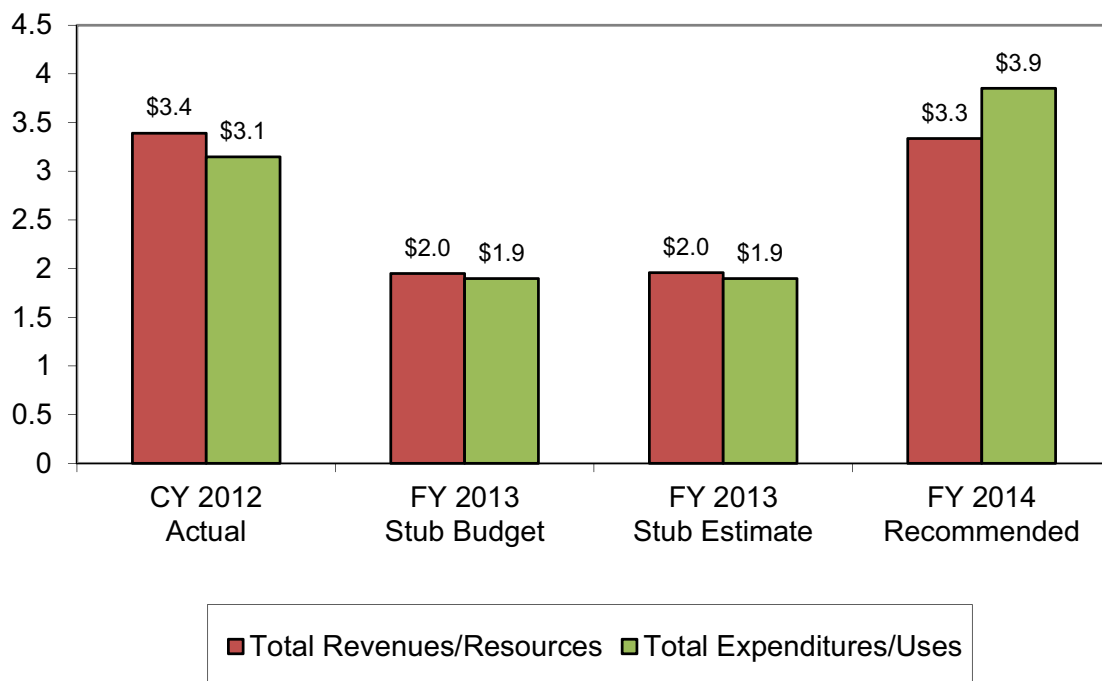
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	90,960	27,500	27,500	99,500	72,000	99,500
Revenue from Other Agencies	74,520	30,000	30,000	70,000	40,000	70,000
Charges for Services	3,207,020	1,892,500	1,892,500	3,164,500	1,272,000	3,164,500
Miscellaneous	540	500	500	1,000	500	1,000
<b>Revenue Subtotal</b>	<b>3,373,040</b>	<b>1,950,500</b>	<b>1,950,500</b>	<b>3,335,000</b>	<b>1,384,500</b>	<b>3,335,000</b>
Prior Year Cancellations	17,970	0	7,360	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>17,970</b>	<b>0</b>	<b>7,360</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>3,391,010</b>	<b>1,950,500</b>	<b>1,957,860</b>	<b>3,335,000</b>	<b>1,384,500</b>	<b>3,335,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	2,032,740	1,173,000	1,173,000	2,351,040	1,178,030	2,404,940
Employee Benefits	236,860	122,210	122,210	255,920	133,710	242,250
Other Expenses	878,240	597,160	597,160	1,230,730	633,580	1,261,610
Properties	0	5,960	5,960	12,720	6,760	13,160
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>3,147,840</b>	<b>1,898,330</b>	<b>1,898,330</b>	<b>3,850,410</b>	<b>1,952,080</b>	<b>3,921,960</b>
Transfers Out	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>3,147,840</b>	<b>1,898,330</b>	<b>1,898,330</b>	<b>3,850,410</b>	<b>1,952,080</b>	<b>3,921,960</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>243,170</b>	<b>52,170</b>	<b>59,530</b>	<b>(515,410)</b>	<b>(567,580)</b>	<b>(586,960)</b>
Fund Balance - January 1	1,974,990	1,318,960	2,218,160	2,277,690	958,730	1,762,280
Fund Balance - December 31	2,218,160	1,371,130	2,277,690	1,762,280	391,150	1,175,320
Ending Fund Balance as a % of Revenue	65.76	70.30	116.77	52.84	(17.45)	35.24



### 2014 Recreation Special Activities Fund 323 Budget



### Recreation Special Activities Fund 323 Revenue/Expenditure Trend (\$ millions)





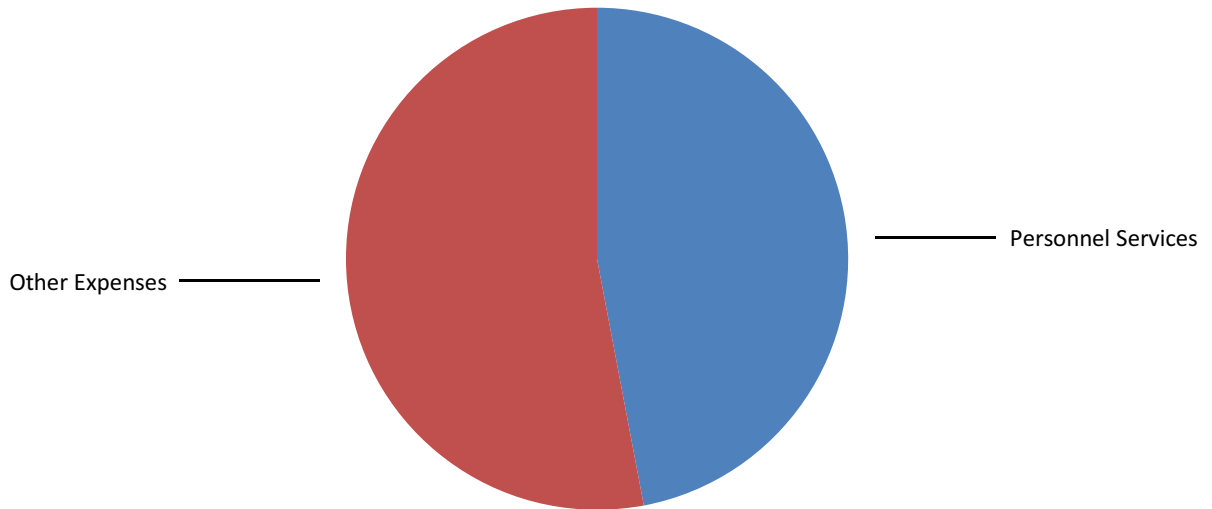
## Sawyer Point

The revenue from this fund is generated from waterfront fee-based programs, waterfront special activities and events, concession commissions, and parking fees.

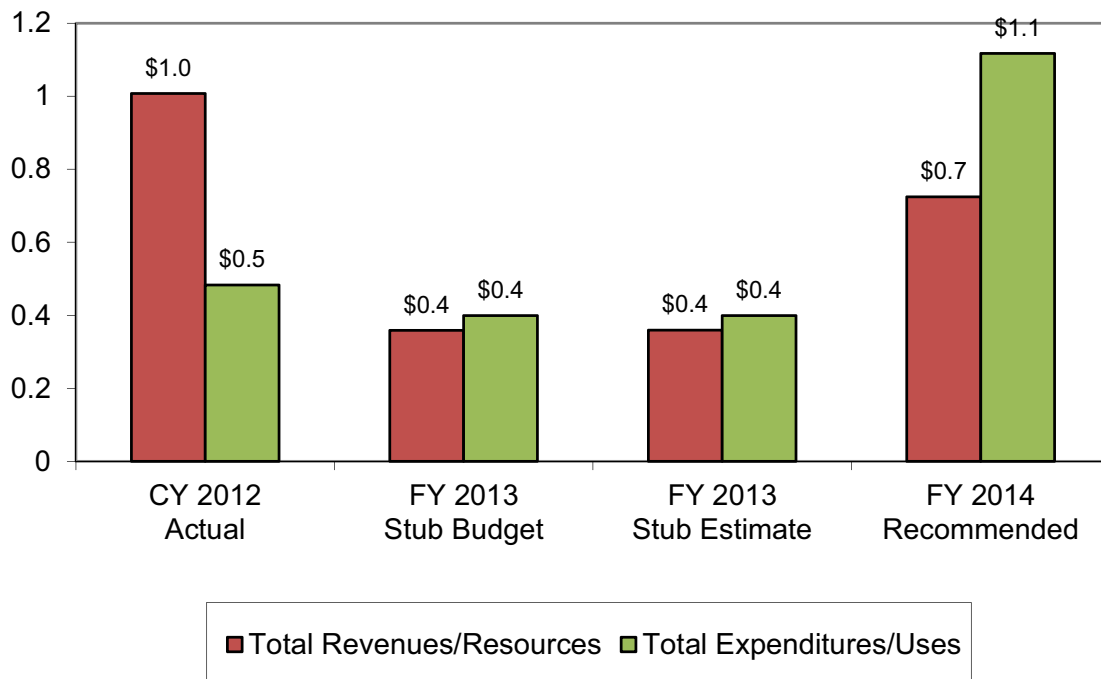
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	25,460	13,990	13,990	23,980	10,000	23,380
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	960,650	344,600	344,600	700,630	356,030	701,620
Miscellaneous	0	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>986,110</b>	<b>358,590</b>	<b>358,590</b>	<b>724,610</b>	<b>366,030</b>	<b>725,000</b>
Prior Year Cancellations	21,190	0	900	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>21,190</b>	<b>0</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>1,007,300</b>	<b>358,590</b>	<b>359,490</b>	<b>724,610</b>	<b>366,030</b>	<b>725,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	107,390	86,870	86,870	442,930	356,060	447,000
Employee Benefits	34,580	25,970	25,970	175,100	149,120	175,590
Other Expenses	341,010	286,450	286,450	499,080	212,630	497,550
Properties	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>482,980</b>	<b>399,290</b>	<b>399,290</b>	<b>1,117,110</b>	<b>717,810</b>	<b>1,120,140</b>
Transfers Out	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>482,980</b>	<b>399,290</b>	<b>399,290</b>	<b>1,117,110</b>	<b>717,810</b>	<b>1,120,140</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>524,320</b>	<b>(40,700)</b>	<b>(39,800)</b>	<b>(392,500)</b>	<b>(351,780)</b>	<b>(395,140)</b>
Fund Balance - January 1	1,021,710	982,690	1,546,030	1,506,230	523,540	1,113,730
Fund Balance - December 31	1,546,030	941,990	1,506,230	1,113,730	171,740	718,590
Ending Fund Balance as a % of Revenue	156.78	262.69	420.04	153.70	(108.99)	99.12



### 2014 Sawyer Point Fund 318 Budget



### Sawyer Point Fund 318 Revenue/Expenditure Trend (\$ millions)





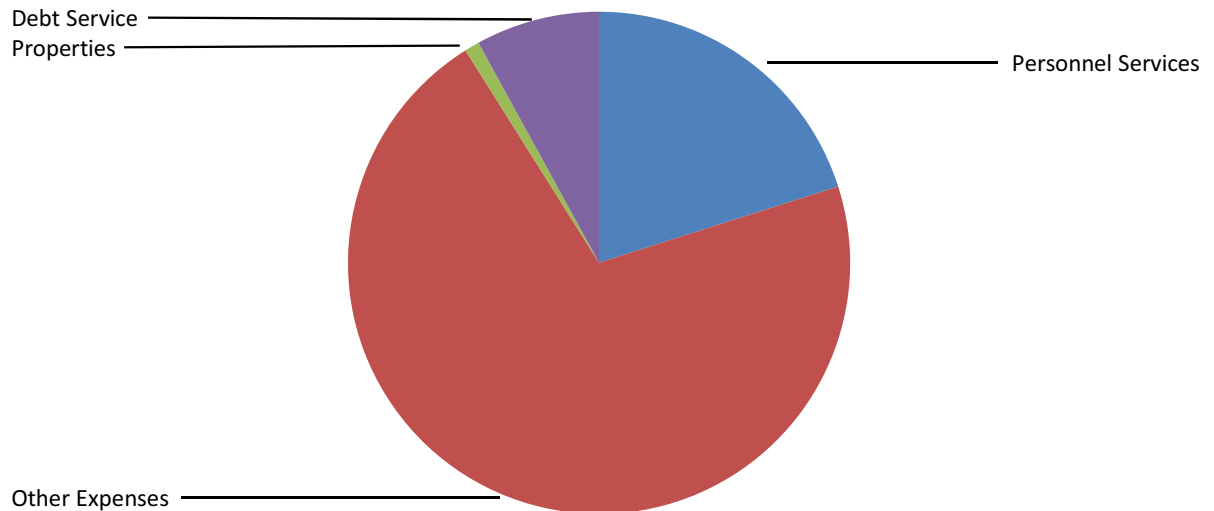
## Stormwater Management

This fund supports the operations, maintenance and capital improvements for the City's Stormwater mitigation efforts. Revenues are generated by a user fee determined by property area and land use based on an intensity of development factor formula.

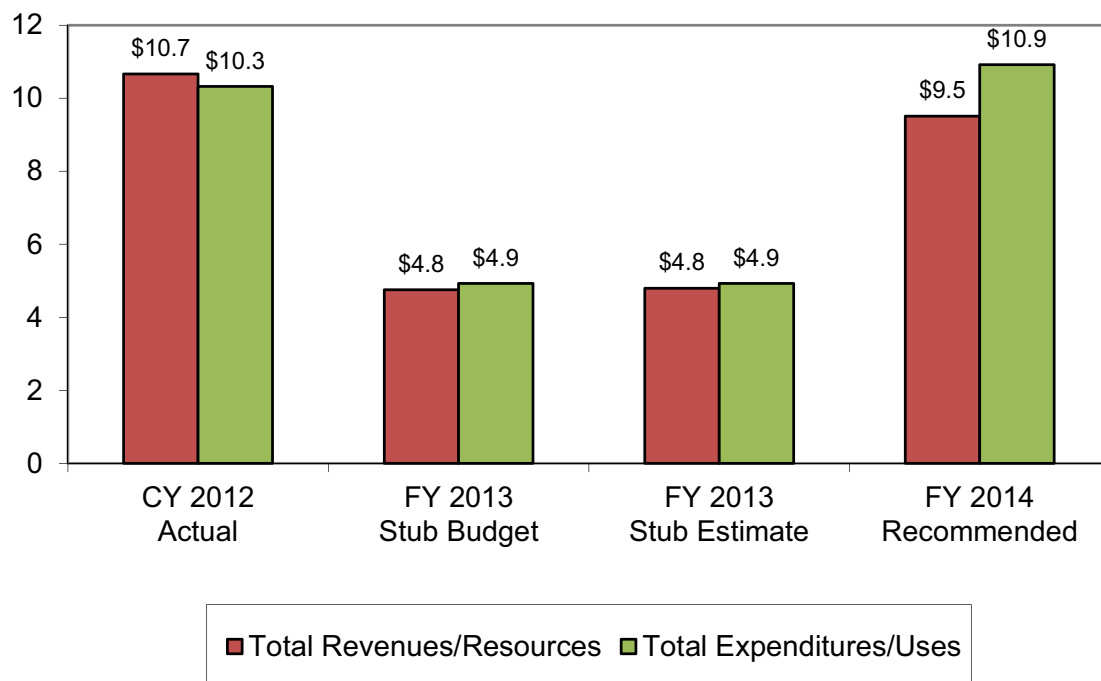
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	106,520	53,500	53,500	107,000	53,500	107,000
Revenue from Other Agencies	0	0	0	0	0	0
Charges for Services	9,449,330	4,700,000	4,700,000	9,400,000	4,700,000	9,400,000
Miscellaneous	36,050	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>9,591,900</b>	<b>4,753,500</b>	<b>4,753,500</b>	<b>9,507,000</b>	<b>4,753,500</b>	<b>9,507,000</b>
Prior Year Cancellations	149,530	0	41,910	0	0	0
Transfers In	921,910	0	0	0	0	0
<b>Subtotal</b>	<b>1,071,440</b>	<b>0</b>	<b>41,910</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>10,663,340</b>	<b>4,753,500</b>	<b>4,795,410</b>	<b>9,507,000</b>	<b>4,753,500</b>	<b>9,507,000</b>
<b>Expenditures/Uses</b>						
Personnel Services	1,718,500	869,150	869,150	1,810,310	941,160	1,820,780
Employee Benefits	373,620	495,870	495,870	1,038,250	542,380	1,037,220
Other Expenses	5,218,170	3,157,630	3,157,630	6,402,650	3,245,030	6,542,140
Properties	370,840	37,500	37,500	87,050	49,550	82,000
Debt Service	742,090	364,750	364,750	719,690	354,940	700,490
<b>Expenditures Subtotal</b>	<b>8,423,220</b>	<b>4,924,900</b>	<b>4,924,900</b>	<b>10,057,950</b>	<b>5,133,060</b>	<b>10,182,630</b>
Transfers Out	1,898,500	0	0	861,000	861,000	900,000
<b>Subtotal</b>	<b>1,898,500</b>	<b>0</b>	<b>0</b>	<b>861,000</b>	<b>861,000</b>	<b>900,000</b>
<b>Total Expenditures/Uses</b>	<b>10,321,720</b>	<b>4,924,900</b>	<b>4,924,900</b>	<b>10,918,950</b>	<b>5,994,060</b>	<b>11,082,630</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>341,620</b>	<b>(171,400)</b>	<b>(129,490)</b>	<b>(1,411,950)</b>	<b>(1,240,560)</b>	<b>(1,575,630)</b>
Fund Balance - January 1	3,919,570	3,401,410	4,261,190	4,131,700	730,290	2,719,750
Fund Balance - December 31	4,261,190	3,230,010	4,131,700	2,719,750	(510,260)	1,144,120
Ending Fund Balance as a % of Revenue	44.42	67.95	86.92	28.61	(39.34)	12.03



### 2014 Stormwater Management Fund 107 Budget



### Stormwater Management Fund 107 Revenue/Expenditure Trend (\$ millions)







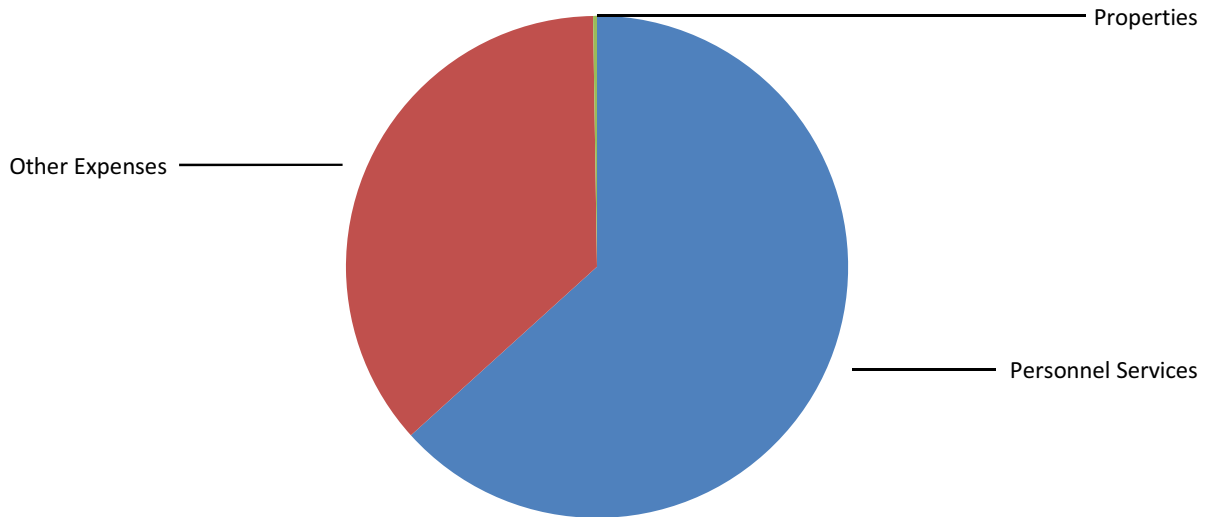
## Street Const Maint & Repair

This fund is used by the City to supplement the maintenance and repair of the City's street system and traffic control devices. The funds are received from the State of Ohio from the motor vehicle license tax and gasoline taxes.

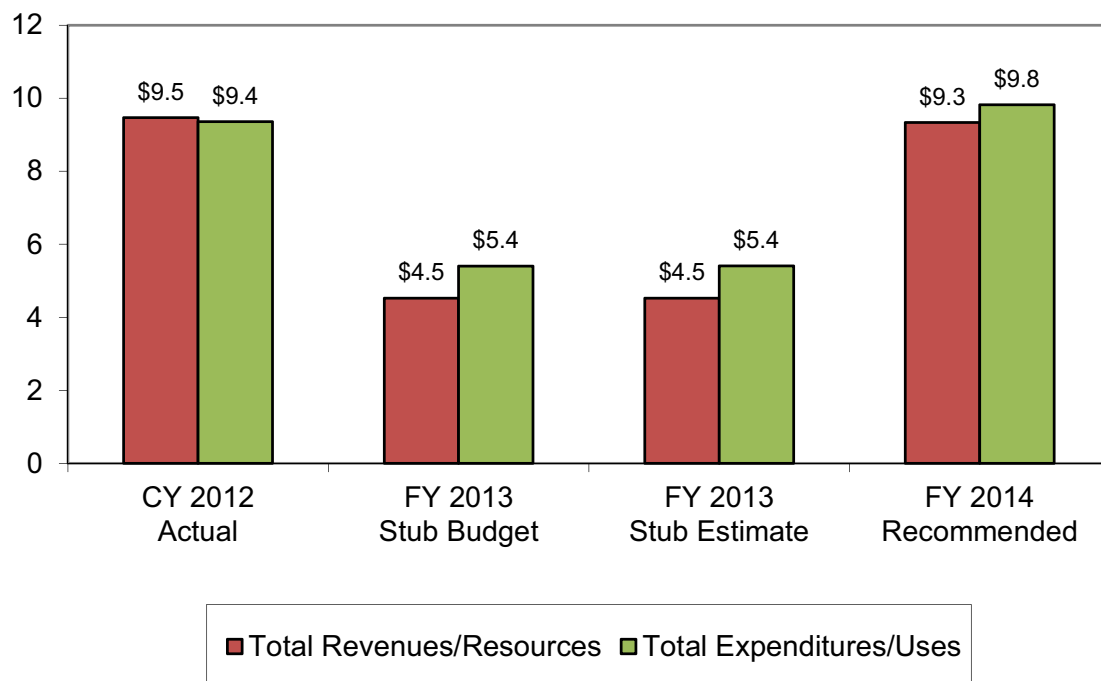
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	0	0	0	0	0	0
Revenue from Other Agencies	9,265,680	4,522,720	4,522,720	9,336,770	4,814,050	9,448,480
Charges for Services	53,740	0	0	0	0	0
Miscellaneous	4,540	0	0	0	0	0
<b>Revenue Subtotal</b>	<b>9,323,960</b>	<b>4,522,720</b>	<b>4,522,720</b>	<b>9,336,770</b>	<b>4,814,050</b>	<b>9,448,480</b>
Prior Year Cancellations	146,400	0	50	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>146,400</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>9,470,360</b>	<b>4,522,720</b>	<b>4,522,770</b>	<b>9,336,770</b>	<b>4,814,050</b>	<b>9,448,480</b>
<b>Expenditures/Uses</b>						
Personnel Services	4,742,140	2,725,470	2,725,470	4,508,030	1,782,550	4,597,800
Employee Benefits	2,620,240	1,392,910	1,397,710	2,698,780	1,305,870	2,815,540
Other Expenses	1,982,860	1,278,700	1,278,700	2,595,550	1,316,860	2,688,330
Properties	14,500	5,260	5,260	17,800	12,540	18,390
Debt Service	0	0	0	0	0	0
<b>Expenditures Subtotal</b>	<b>9,359,740</b>	<b>5,402,340</b>	<b>5,407,140</b>	<b>9,820,160</b>	<b>4,417,820</b>	<b>10,120,060</b>
Transfers Out	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures/Uses</b>	<b>9,359,740</b>	<b>5,402,340</b>	<b>5,407,140</b>	<b>9,820,160</b>	<b>4,417,820</b>	<b>10,120,060</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>110,620</b>	<b>(879,620)</b>	<b>(884,370)</b>	<b>(483,390)</b>	<b>396,230</b>	<b>(671,580)</b>
Fund Balance - January 1	2,518,200	1,824,300	2,628,820	1,744,450	(79,850)	1,261,060
Fund Balance - December 31	2,628,820	944,680	1,744,450	1,261,060	316,380	589,480
Ending Fund Balance as a % of Revenue	28.19	20.89	38.57	13.51	(7.38)	6.24



### 2014 Street Const Maint & Repair Fund 301 Budget



### Street Const Maint & Repair Fund 301 Revenue/Expenditure Trend (\$ millions)





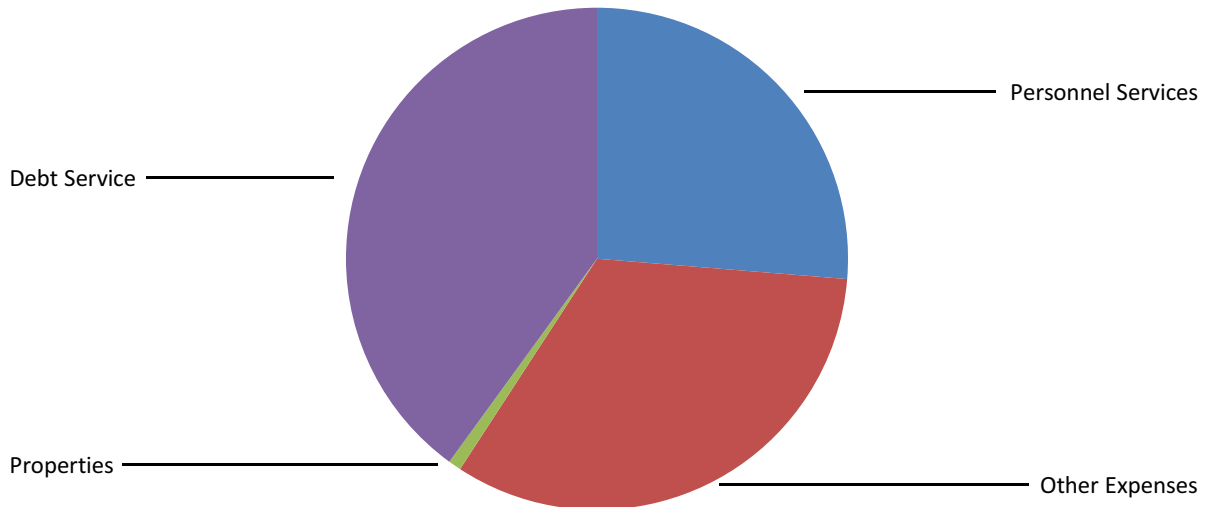
## Water Works

This fund supports the operations, capital improvements, repairs, and debt service expenditures of the Greater Cincinnati Water Works (GCWW). The City owns and operates the entire system, which is funded mainly by water user fees paid by GCWW customers.

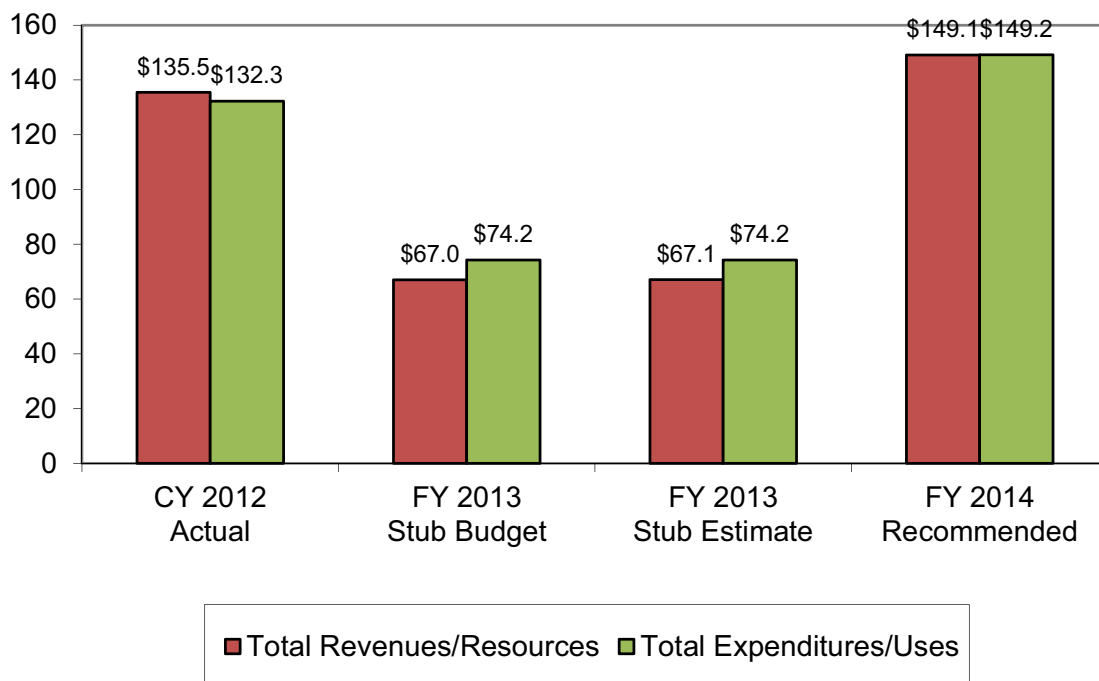
	CY 2012 Actual	FY 2013 Stub Budget	FY 2013 Stub Estimate	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Revenue/Resources</b>						
Taxes	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0
Courts & Use of Money & Property	937,990	775,640	701,960	1,544,860	769,220	1,549,080
Revenue from Other Agencies	479,070	263,320	263,320	572,430	309,110	568,430
Charges for Services	131,824,320	65,766,540	65,454,580	146,647,840	80,881,300	148,684,580
Miscellaneous	402,230	172,800	172,810	375,660	202,860	370,260
<b>Revenue Subtotal</b>	<b>133,643,610</b>	<b>66,978,300</b>	<b>66,592,670</b>	<b>149,140,790</b>	<b>82,162,490</b>	<b>151,172,350</b>
Prior Year Cancellations	1,816,900	0	469,690	0	0	0
Transfers In	0	0	0	0	0	0
<b>Subtotal</b>	<b>1,816,900</b>	<b>0</b>	<b>469,690</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenues/Resources</b>	<b>135,460,510</b>	<b>66,978,300</b>	<b>67,062,360</b>	<b>149,140,790</b>	<b>82,162,490</b>	<b>151,172,350</b>
<b>Expenditures/Uses</b>						
Personnel Services	27,503,830	15,735,670	15,735,670	31,688,180	15,952,520	32,254,160
Employee Benefits	13,674,750	7,562,620	7,562,620	16,037,540	8,474,920	16,750,130
Other Expenses	34,523,850	17,113,280	17,113,280	39,663,820	22,550,540	41,715,270
Properties	1,033,400	445,430	445,430	1,001,150	555,720	1,034,280
Debt Service	42,456,290	21,698,090	21,698,090	48,180,320	26,482,230	49,783,650
<b>Expenditures Subtotal</b>	<b>119,192,120</b>	<b>62,555,090</b>	<b>62,555,090</b>	<b>136,571,010</b>	<b>74,015,930</b>	<b>141,537,490</b>
Transfers Out	13,078,000	11,685,000	11,685,000	12,651,000	966,000	14,963,000
<b>Subtotal</b>	<b>13,078,000</b>	<b>11,685,000</b>	<b>11,685,000</b>	<b>12,651,000</b>	<b>966,000</b>	<b>14,963,000</b>
<b>Total Expenditures/Uses</b>	<b>132,270,120</b>	<b>74,240,090</b>	<b>74,240,090</b>	<b>149,222,010</b>	<b>74,981,930</b>	<b>156,500,490</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>3,190,390</b>	<b>(7,261,790)</b>	<b>(7,177,730)</b>	<b>(81,220)</b>	<b>7,180,560</b>	<b>(5,328,140)</b>
Fund Balance - January 1	57,089,730	52,759,580	60,280,120	53,102,390	342,810	53,021,170
Fund Balance - December 31	60,280,120	45,497,790	53,102,390	53,021,170	7,523,380	47,693,030
Ending Fund Balance as a % of Revenue	45.11	67.93	79.74	35.55	(32.38)	31.55



### 2014 Water Works Fund 101 Budget



### Water Works Fund 101 Revenue/Expenditure Trend (\$ millions)





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### Departmental Budgets

The “All Funds Operating Budget Summary” on [page 85](#) lists, by department, the Fiscal Years 2014-2015 Recommended All Funds Biennial Operating Budget compared to the FY 2013 All Funds Approved Operating Stub Budget and the Calendar Year (CY) 2012 Approved Operating Budget Update. This table does not include internal service funds because the revenue for those funds is received from interdepartmental billing for services. For example, the Fleet Services Fund is not included because the in-house fuel and vehicle maintenance costs are already included in the non-personnel budgets of other departments. It would be a “double count” of costs to include internal service funds within the “All Funds Operating Budget Summary.”

The “General Fund Budget Summary” on [page 87](#) lists, by departments, the recommended Fiscal Years 2014-2015 General Fund Biennial Operating Budget compared to the FY 2013 Approved General Fund Operating Stub Budget and the CY 2012 Approved Operating Budget Update.

The “Non-Departmental Budget Summary - Biennial” on [page 86](#) lists, by non-departmental account, the FY2014-2015 Biennial Budget compared to the FY 2013 Approved General Fund Operating Stub Budget and the CY 2012 Approved Operating Budget Update.

The “Recommended Staffing Plan” on [page 88](#) lists, by department, the number of full-time equivalent (FTE) positions funded in the CY 2012 Budget, FY 2013 Stub Budget, FY 2014 Recommended, and FY 2015 Recommended budgets in the General Fund, Other Funds, and All Funds. Presented at the bottom of the “Staffing Plan” is a breakdown of the total number of authorized FTE for the Police Sworn, Fire Sworn, and Non-Sworn position categories.

The “FY 2014 Continuation Budget/FY 2014 Recommended Budget Comparison” on [page 89](#) lists, by department, a comparison between the Recommended Budget and the Continuation Budget. The Continuation Budget assumes continuation of the services included in the FY 2013 Stub Budget annualized and as escalated by inflation with any adjustments, such as the movement of an organization from one department to another. The difference between the Recommended Budget from the Continuation Budget shows the affect of budget increases and decreases for each departmental well as non-departmental accounts.

The “FY 2014 All Funds Biennial Budget Summary by Type” on [page 90](#) lists, by department, the Recommended FY 2014 Operating Budget broken out by type of fund. The “FY 2015 All Funds Biennial Budget Summary by Type” on [page 91](#) lists, by department, the Recommended FY 2015 Operating Budget broken out by type of fund.

The “Departmental Information” beginning on [page 93](#) includes the department's mission statement, organizational chart, department budget summary, list of programs, and a program summary for each program. Each program summary includes a Description of the Program, Program Goal, Funding Summary, Adjustments to Costs to Maintain Current Program Services, Significant Program Changes broken out by On-Going Changes and One-Time Changes, and Program Performance Measures.

The Adjustments to Costs to Maintain Current Program Services section contains a summary of the FY 2014 budget adjustments that were necessary to maintain the current level of service provided by each program. Due to the fiscal year change, the variance also includes the annualization from a six-month Stub Budget to a full Fiscal Year and also includes typical inflationary increases.

The Significant Program Changes section summarizes the significant budget reductions and/or increases that are included in the FY 2014-2015 Recommended Biennial Budget. This section details the budget change, FTE change, impacted fund(s), and provides a description for each significant program change.



There is a section broken out by On-going Significant Program Changes and one for One-Time Significant Program Changes.

**All Funds Operating Budget Summary****All Funds Operating Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
City Council	1,996,760	1,014,070	2,040,090	1,026,020	2,027,850
Office of the Mayor	597,700	303,450	573,110	269,660	544,360
Clerk of Council	743,120	357,770	759,680	401,900	752,090
City Manager	9,282,020	5,397,090	19,448,780	14,051,690	19,539,860
Citizen Complaint and Internal Audit	976,420	520,820	843,980	323,160	845,060
Community Development	6,776,730	3,601,870	6,134,430	2,532,560	6,281,550
Enterprise Services	13,673,620	7,488,910	15,602,190	8,113,290	16,768,720
Enterprise Technology Solutions	15,387,600	7,269,440	14,339,560	7,070,130	14,525,550
Finance	103,772,050	35,435,420	121,651,360	86,215,940	101,390,620
Fire	94,430,500	45,553,440	92,494,660	46,941,220	90,607,530
Health	41,377,430	20,353,830	40,042,940	19,689,110	41,804,800
Human Resources	2,151,030	1,018,690	2,236,250	1,217,560	2,246,540
Law	6,007,560	3,322,800	6,001,900	2,679,100	6,090,270
Parks	14,694,450	7,427,860	14,699,780	7,271,930	15,050,090
Planning and Buildings	6,256,310	3,181,090	6,525,830	3,344,730	6,677,800
Police	135,873,340	68,827,620	120,027,870	51,200,260	120,167,140
Public Services	40,091,440	18,830,390	37,618,090	18,787,700	38,652,970
Recreation	28,205,300	14,070,470	28,124,980	14,054,510	28,234,060
Retirement	0	0	0	0	0
Sewers	209,978,610	107,417,160	230,494,920	123,077,760	246,573,970
Transportation & Engineering	11,712,580	5,680,390	11,323,930	5,643,540	11,596,020
Water Works	118,825,550	61,027,880	132,771,460	71,743,580	137,907,750
SORTA	44,865,650	27,970,830	48,875,000	20,904,170	48,242,770
	<b>907,675,770</b>	<b>446,071,290</b>	<b>952,630,790</b>	<b>506,559,520</b>	<b>956,527,370</b>
Non-Departmental Benefits	14,961,080	4,624,490	14,432,950	9,808,460	12,577,400
General Fund Overhead	7,813,040	3,812,120	7,750,050	3,937,940	7,750,050
Non-Departmental Accounts	13,247,000	5,687,240	15,052,880	9,365,640	14,121,820
Reserve for Contingencies	3,100,000	155,860	1,300,000	1,144,140	1,300,000
	<b>39,121,120</b>	<b>14,279,710</b>	<b>38,535,880</b>	<b>24,256,180</b>	<b>35,749,270</b>
	<b>979,556,040</b>	<b>477,250,170</b>	<b>1,024,345,740</b>	<b>547,095,600</b>	<b>1,024,861,660</b>



## Non-Departmental Summary



### Non-Departmental Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Non-Departmental Benefits</b>					
Prior Year Pension Obligations	6,581,350	976,170	7,449,770	6,473,610	8,157,740
Public Employee Assistance Program	468,530	246,250	414,220	167,980	425,180
Workers Compensation	5,476,470	2,574,480	5,148,960	2,574,480	2,574,480
Police and Firefighters Insurance	300,000	150,000	300,000	150,000	300,000
Unemployment Compensation	629,530	250,000	520,000	270,000	520,000
Lump Sum Payments	1,500,000	427,600	600,000	172,400	600,000
City Council Staff Benefits	5,200	0	0	0	0
<b>Non-Departmental Benefits Total</b>	<b>14,961,080</b>	<b>4,624,500</b>	<b>14,432,950</b>	<b>9,808,470</b>	<b>12,577,400</b>
General Fund Overhead	7,813,040	3,812,120	7,750,050	3,937,940	7,750,050
<b>Non-Departmental Accounts</b>					
Audit and Examiner's Fees	305,720	227,860	405,720	177,860	305,720
Hamco Treasurer & Auditor Fees	610,000	320,000	600,000	280,000	600,000
County Clerk Fees	365,000	175,000	350,000	175,000	350,000
Election Expense	325,000	110,000	525,000	415,000	110,000
Judgments Against the City	900,000	385,000	900,000	515,000	900,000
Enterprise Software and Licenses	1,173,250	1,328,880	2,966,970	1,638,090	2,876,700
Memberships & Lobbyists	213,400	81,700	157,400	75,700	157,400
HUD Section 108 Debt Service	632,630	322,800	509,090	186,290	550,000
Mayor's Office Obligations	160,000	80,000	126,700	46,700	160,000
Manager's Office Obligations	50,000	50,000	100,000	50,000	100,000
Downtown Spec Improve District	112,000	56,000	112,000	56,000	112,000
Cincinnati Public Schools	5,000,000	2,500,000	5,000,000	2,500,000	5,000,000
Cincinnati Music Hall	100,000	50,000	100,000	50,000	100,000
Port Authority of Greater Cincinnati	700,000	0	700,000	700,000	700,000
Property Investment Reim. Agreements	2,600,000	0	2,500,000	2,500,000	2,100,000
<b>Non-Departmental Accounts Total</b>	<b>13,247,000</b>	<b>5,687,240</b>	<b>15,052,880</b>	<b>9,365,640</b>	<b>14,121,820</b>
Reserve for Contingencies	3,100,000	155,860	1,300,000	1,144,140	1,300,000
<b>Total</b>	<b>39,121,120</b>	<b>14,279,720</b>	<b>38,535,880</b>	<b>24,256,190</b>	<b>35,749,270</b>



## General Fund Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
City Council	1,996,760	1,014,070	2,040,090	1,026,020	2,027,850
Office of the Mayor	597,700	303,450	573,110	269,660	544,360
Clerk of Council	743,120	357,770	759,680	401,900	752,090
City Manager	7,139,730	4,487,540	15,966,200	11,478,660	16,332,720
Citizen Complaint and Internal Audit	953,470	520,820	843,980	323,160	845,060
Community Development	5,779,120	2,969,460	4,797,790	1,828,320	4,965,400
Enterprise Technology Solutions	4,459,350	2,721,810	5,221,830	2,500,030	5,209,440
Finance	7,345,540	3,853,020	7,173,800	3,320,780	7,374,880
Fire	94,358,450	45,506,110	92,400,780	46,894,670	90,509,300
Health	20,128,510	10,614,400	19,594,320	8,979,910	20,864,360
Human Resources	1,922,450	855,360	1,921,030	1,065,680	1,922,120
Law	5,787,220	3,208,570	5,773,010	2,564,430	5,852,970
Parks	8,151,190	3,856,300	7,362,060	3,505,770	7,619,500
Planning and Buildings	5,752,600	2,976,050	6,026,740	3,050,690	6,168,250
Police	132,888,620	67,001,200	119,214,470	52,213,280	119,991,490
Public Services	19,963,240	8,779,770	18,466,110	9,686,340	18,882,450
Recreation	16,338,870	8,062,060	16,168,590	8,106,530	16,692,370
Transportation & Engineering	3,563,290	1,610,640	3,145,900	1,535,260	3,247,790
<b>Department Total</b>	<b>337,869,230</b>	<b>168,698,400</b>	<b>327,449,490</b>	<b>158,751,090</b>	<b>329,802,400</b>
Non-Departmental Benefits	10,651,270	3,552,220	9,756,890	6,204,670	8,616,260
Non-Departmental Accounts	12,334,900	5,311,580	14,438,070	9,126,490	13,466,100
Reserve for Contingencies	2,800,000	155,860	1,000,000	844,140	1,000,000
<b>Non-Departmental Budgets Total</b>	<b>25,786,170</b>	<b>9,019,660</b>	<b>25,194,960</b>	<b>16,175,300</b>	<b>23,082,360</b>
<b>Grand Total</b>	<b>363,655,400</b>	<b>177,718,060</b>	<b>352,644,450</b>	<b>174,926,390</b>	<b>352,884,760</b>


**Recommended Staffing Plan**

	General Fund				Restricted Funds				All Funds			
	CY 2012	FY 2013	FY 2014	FY 2015	CY 2012	FY 2013	FY 2014	FY 2015	CY 2012	FY 2013	FY 2014	FY 2015
City Council	27.00	27.00	27.00	27.00	0.00	0.00	0.00	0.00	27.00	27.00	27.00	27.00
Office of the Mayor	8.00	8.00	8.00	8.00	0.00	0.00	0.00	0.00	8.00	8.00	8.00	8.00
Clerk of Council	7.00	7.00	7.00	7.00	0.00	0.00	0.00	0.00	7.00	7.00	7.00	7.00
City Manager	40.01	50.45	178.00	178.00	17.99	8.37	16.75	16.75	58.00	58.82	194.75	194.75
Citizen Complaint and Internal Audit	9.73	10.00	9.00	9.00	0.27	0.00	0.00	0.00	10.00	10.00	9.00	9.00
Community Development	42.85	42.50	41.50	41.50	15.65	22.40	22.40	22.40	58.50	64.90	63.90	63.90
Enterprise Services	0.00	0.00	0.00	0.00	36.85	36.85	35.80	35.80	36.85	36.85	35.80	35.80
Enterprise Technology Solutions	29.00	47.00	46.75	46.75	71.00	50.00	47.80	46.80	100.00	97.00	94.55	93.55
Finance	73.48	71.50	68.67	68.73	34.57	32.45	32.09	32.03	108.05	103.95	100.76	100.76
Fire	845.00	825.00	752.00	752.00	1.00	1.00	1.00	1.00	846.00	826.00	753.00	753.00
Health	225.22	225.63	206.21	206.21	197.43	184.98	190.38	190.38	422.65	410.61	396.59	396.59
Human Resources	22.10	19.10	19.10	18.10	3.00	3.00	3.00	3.00	25.10	22.10	22.10	21.10
Law	61.20	61.20	56.20	56.20	8.00	8.00	8.00	8.00	69.20	69.20	64.20	64.20
Parks	119.83	126.83	120.80	120.80	66.40	67.40	65.40	65.40	186.23	194.23	186.20	186.20
Planning and Buildings	63.00	65.00	65.00	65.00	6.00	6.00	6.00	6.00	69.00	71.00	71.00	71.00
Police	1,341.00	1,310.00	1,089.00	1,089.00	0.00	0.00	0.00	0.00	1,341.00	1,310.00	1,089.00	1,089.00
Public Services	134.38	145.00	144.00	139.00	299.12	301.00	294.00	294.00	433.50	446.00	438.00	433.00
Recreation	262.54	271.27	262.03	265.13	148.84	147.26	142.51	142.51	411.38	418.53	404.54	407.64
Sewers	0.00	0.00	0.00	0.00	764.08	770.00	721.46	747.46	764.08	770.00	721.46	747.46
Transportation & Engineering	24.86	15.20	21.00	21.00	148.50	157.80	150.40	150.40	173.36	173.00	171.40	171.40
Water Works	0.00	0.00	0.00	0.00	610.16	617.95	631.81	634.03	610.16	617.95	631.81	634.03
<b>Total</b>	<b>3,336.20</b>	<b>3,327.68</b>	<b>3,121.26</b>	<b>3,118.42</b>	<b>2,428.86</b>	<b>2,414.46</b>	<b>2,368.80</b>	<b>2,395.96</b>	<b>5,765.06</b>	<b>5,742.14</b>	<b>5,490.06</b>	<b>5,514.38</b>
Police Sworn	1,042.00	1,006.00	909.00	909.00	0.00	0.00	0.00	0.00	1,042.00	1,006.00	909.00	909.00
Fire Sworn	817.00	794.00	725.00	725.00	0.00	0.00	0.00	0.00	817.00	794.00	725.00	725.00
<b>Non-Sworn</b>	<b>1,477.20</b>	<b>1,527.68</b>	<b>1,487.26</b>	<b>1,484.42</b>	<b>2,428.86</b>	<b>2,414.46</b>	<b>2,368.80</b>	<b>2,395.96</b>	<b>3,906.06</b>	<b>3,942.14</b>	<b>3,856.06</b>	<b>3,880.38</b>



## City Manager's Message

### 2014 Continuation Budget / 2014 Recommended Budget Comparison

#### FY 2014 Continuation Budget / FY 2014 Recommended Budget Comparison

	FY 2014 Continuation Budget	FY 2014 Recommended Budget	% Change FY 2014 Rec to Fy 2014 Cont
Police	\$129,608,410	\$119,214,470	-8.0%
Fire	\$94,160,380	\$ 92,400,780	-1.9%
<b>Public Safety Sub-Total</b>	<b>\$223,768,790</b>	<b>\$211,615,250</b>	<b>-5.4%</b>
Health	\$21,292,170	\$ 19,594,320	-8.0%
Public Services	\$18,114,390	\$ 18,466,110	1.9%
Recreation	\$17,249,530	\$ 16,168,580	-6.3%
Parks	\$ 8,502,460	\$ 7,362,060	-13.4%
City Manager's Office	\$18,351,290	\$ 15,966,200	-13.0%
Finance	\$ 7,695,680	\$ 7,173,800	-6.8%
Law	\$ 6,331,890	\$ 5,773,010	-8.8%
Planning & Buildings	\$ 6,132,650	\$ 6,026,740	-1.7%
Community Development	\$ 5,848,610	\$ 4,797,790	-18.0%
Enterprise Technology Solutions	\$ 5,491,500	\$ 5,221,830	-4.9%
Transportation & Engineering	\$ 3,411,880	\$ 3,145,900	-7.8%
City Council	\$ 2,120,890	\$ 2,040,090	-3.8%
Human Resources	\$ 2,022,100	\$ 1,921,030	-5.0%
Citizen Complaint & Internal Audit	\$ 954,060	\$ 843,980	-11.5%
Clerk of Council	\$ 791,510	\$ 759,680	-4.0%
Office of the Mayor	\$ 625,630	\$ 573,110	-8.4%
<b>Non-Public Safety Sub-Total</b>	<b>\$124,936,240</b>	<b>\$115,834,230</b>	<b>-7.3%</b>
Total Departmental Budgets	\$348,705,030	\$327,449,480	-6.1%
Employee Benefits	\$10,185,200	\$ 9,756,890	-4.2%
Non-Departmental	\$14,181,853	\$ 15,438,070	8.9%
Total General Fund Budget	\$373,072,083	\$352,644,440	-5.5%

## FY 2014 All Funds Operating Budget Summary



### FY 2014 All Funds Operating Budget Summary by Type

Agency/Account	General Fund	Other Restricted Funds	Principal Restricted Funds	CDBG Funds	Total Operating
City Council	2,040,090	0	0	0	2,040,090
Office of the Mayor	573,110	0	0	0	573,110
Clerk of Council	759,680	0	0	0	759,680
City Manager	15,966,200	422,780	2,799,020	260,790	19,448,780
Citizen Complaint and Internal Audit	843,980	0	0	0	843,980
Community Development	4,797,790	0	55,060	1,281,590	6,134,430
Enterprise Services	0	15,602,190	0	0	15,602,190
Enterprise Technology Solutions	5,221,830	762,360	8,355,370	0	14,339,560
Finance	7,173,800	113,678,800	636,840	161,930	121,651,360
Fire	92,400,780	0	93,880	0	92,494,660
Health	19,594,320	5,588,680	14,859,950	0	40,042,940
Human Resources	1,921,030	315,220	0	0	2,236,250
Law	5,773,010	228,890	0	0	6,001,900
Parks	7,362,060	3,974,840	3,362,880	0	14,699,780
Planning and Buildings	6,026,740	67,500	6,480	425,100	6,525,830
Police	119,214,470	0	813,400	0	120,027,870
Public Services	18,466,110	19,076,400	75,580	0	37,618,090
Recreation	16,168,580	11,310,250	646,150	0	28,124,980
Sewers	0	230,494,920	0	0	230,494,920
Transportation & Engineering	3,145,900	7,662,640	515,380	0	11,323,930
Water Works	0	132,771,460	0	0	132,771,460
SORTA	0	48,875,000	0	0	48,875,000
<b>Subtotal</b>	<b>327,449,480</b>	<b>590,831,930</b>	<b>32,219,990</b>	<b>2,129,410</b>	<b>952,630,790</b>
Non-Departmental Benefits	9,756,890	4,109,150	477,940	88,970	14,432,950
General Fund Overhead	0	6,968,910	481,140	300,000	7,750,050
Non-Departmental Accounts	14,438,070	100,000	0	514,810	15,052,880
Reserve for Contingencies	1,000,000	300,000	0	0	1,300,000
<b>Subtotal</b>	<b>25,194,960</b>	<b>11,478,060</b>	<b>959,080</b>	<b>903,780</b>	<b>38,535,880</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>352,644,440</b>	<b>602,309,990</b>	<b>33,179,070</b>	<b>3,033,190</b>	<b>991,166,670</b>



## FY 2015 All Funds Operating Budget Summary

### FY 2015 All Funds Operating Budget Summary by Type

Agency/Account	General Fund	Other Restricted Funds	Principal Restricted Funds	CDBG Funds	Total Operating
City Council	2,027,850	0	0	0	2,027,850
Office of the Mayor	544,360	0	0	0	544,360
Clerk of Council	752,090	0	0	0	752,090
City Manager	16,332,720	437,600	2,503,700	265,840	19,539,860
Citizen Complaint and Internal Audit	845,060	0	0	0	845,060
Community Development	4,965,400	0	56,890	1,259,260	6,281,550
Enterprise Services	0	16,768,720	0	0	16,768,720
Enterprise Technology Solutions	5,209,440	787,590	8,528,510	0	14,525,550
Finance	7,374,880	93,187,420	662,200	166,110	101,390,620
Fire	90,509,300	0	98,230	0	90,607,530
Health	20,864,360	5,757,620	15,182,810	0	41,804,800
Human Resources	1,922,120	324,420	0	0	2,246,540
Law	5,852,970	237,300	0	0	6,090,270
Parks	7,619,500	4,046,210	3,384,380	0	15,050,090
Planning and Buildings	6,168,250	67,500	6,690	435,360	6,677,800
Police	119,991,490	0	175,650	0	120,167,140
Public Services	18,882,450	19,692,560	77,970	0	38,652,970
Recreation	16,692,360	10,877,350	664,340	0	28,234,060
Sewers	0	246,573,970	0	0	246,573,970
Transportation & Engineering	3,247,790	7,817,370	530,860	0	11,596,020
Water Works	0	137,907,750	0	0	137,907,750
SORTA	0	48,242,770	0	0	48,242,770
<b>Subtotal</b>	<b>329,802,390</b>	<b>592,726,150</b>	<b>31,872,230</b>	<b>2,126,570</b>	<b>956,527,370</b>
Non-Departmental Benefits	8,616,260	3,640,990	231,660	88,500	12,577,400
General Fund Overhead	0	6,968,910	481,140	300,000	7,750,050
Non-Departmental Accounts	13,466,100	100,000	0	555,720	14,121,820
Reserve for Contingencies	1,000,000	300,000	0	0	1,300,000
<b>Subtotal</b>	<b>23,082,360</b>	<b>11,009,900</b>	<b>712,800</b>	<b>944,220</b>	<b>35,749,270</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>352,884,750</b>	<b>603,736,050</b>	<b>32,585,030</b>	<b>3,070,790</b>	<b>992,276,640</b>

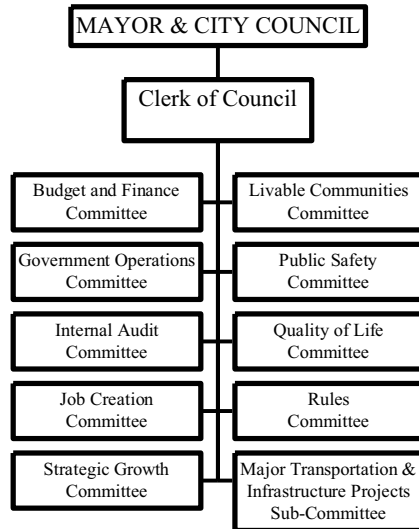


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## City Council

The mission of the City Council is to effectively conduct all legislative functions of the City of Cincinnati. All legislative powers of the City are vested in the City Council subject to terms of the City Charter and terms of the Constitution of the State of Ohio.



## Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,414,730	706,710	1,406,890	700,180	1,382,640
Employee Benefits	523,890	277,340	572,180	294,840	582,200
Other Expenses	58,140	30,020	61,020	31,010	63,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,996,760</b>	<b>1,014,070</b>	<b>2,040,090</b>	<b>1,026,030</b>	<b>2,027,840</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,996,760</b>	<b>1,014,070</b>	<b>2,040,090</b>	<b>1,026,030</b>	<b>2,027,840</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00





## Department Programs

1. City Councilmembers

## Program Summaries

### Program 1: City Councilmembers

**Description:** City Council's committees enable citizens to be heard on matters of particular interest to them at scheduled meetings and it provides the means for committees to thoroughly consider items before them and recommend action to the full City Council.

**Goal:** To effectively conduct all legislative functions of the City of Cincinnati.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,414,730	706,710	1,406,890	700,180	1,382,640
Employee Benefits	523,890	277,340	572,180	294,840	582,200
Other Expenses	58,140	30,020	61,020	31,010	63,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,996,760</b>	<b>1,014,070</b>	<b>2,040,090</b>	<b>1,026,030</b>	<b>2,027,840</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,996,760</b>	<b>1,014,070</b>	<b>2,040,090</b>	<b>1,026,030</b>	<b>2,027,840</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00

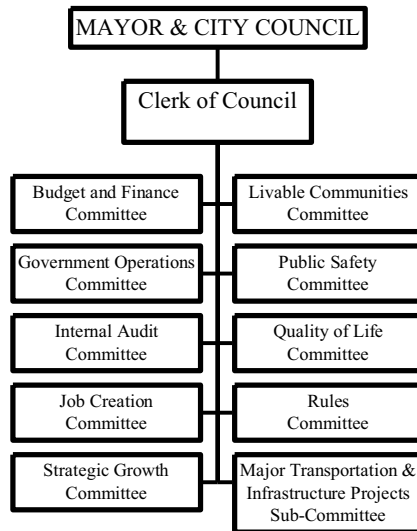
### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,025,290	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.



## Office of the Mayor

The mission of the Mayor's Office is to serve the citizens of Cincinnati by providing the highest quality constituency service and by proposing and implementing programs that improve the quality of life for people and neighborhoods.



## Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	440,220	219,450	421,410	201,960	413,960
Employee Benefits	119,540	62,330	118,860	56,530	96,250
Other Expenses	37,940	21,670	32,840	11,170	34,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>597,700</b>	<b>303,450</b>	<b>573,110</b>	<b>269,660</b>	<b>544,360</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>597,700</b>	<b>303,450</b>	<b>573,110</b>	<b>269,660</b>	<b>544,360</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00	8.00

## Departmental Budgets

### Office of the Mayor



## Department Programs

1. Office of the Mayor

## Program Summaries

### Program 1: Office of the Mayor

**Description:** The Mayor presides at the City Council meetings and is responsible for conducting the business of the City Council in an orderly and efficient manner. The Mayor appoints the Vice-Mayor and Council Committee Chairs.

**Goal:** To serve the citizens of Cincinnati by providing the highest quality constituency service and by proposing and implementing programs that improve the quality of life for people and neighborhoods.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	440,220	219,450	421,410	201,960	413,960
Employee Benefits	119,540	62,330	118,860	56,530	96,250
Other Expenses	37,940	21,670	32,840	11,170	34,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>597,700</b>	<b>303,450</b>	<b>573,110</b>	<b>269,660</b>	<b>544,360</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>597,700</b>	<b>303,450</b>	<b>573,110</b>	<b>269,660</b>	<b>544,360</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00	8.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
298,920	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

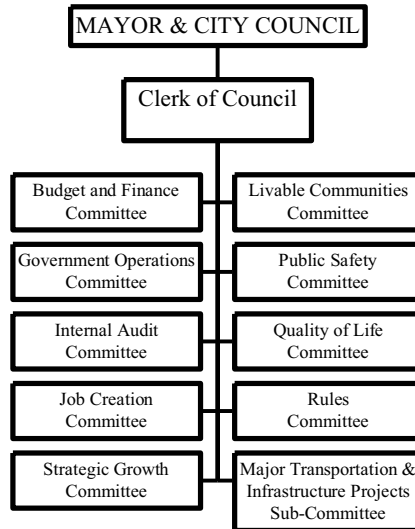
### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(22,600)	0.00	0	0.00	General Fund	This represents a reduction in personnel costs for the Office of the Mayor in Fiscal Year 2014.



## Clerk of Council

The mission of the Clerk of Council is effective custodianship and safeguarding of all official records and documents of the City Council.



## Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	314,760	156,380	331,380	175,000	334,670
Employee Benefits	164,900	88,960	160,890	71,930	168,140
Other Expenses	263,450	112,440	267,420	154,980	249,270
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>743,110</b>	<b>357,780</b>	<b>759,690</b>	<b>401,910</b>	<b>752,080</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>743,110</b>	<b>357,780</b>	<b>759,690</b>	<b>401,910</b>	<b>752,080</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	120	0	0	0	0
Total Full-time Equivalent Positions	7.00	7.00	7.00	0.00	7.00

## Departmental Budgets

### Clerk of Council



## Department Programs

1. Clerk of Council

## Program Summaries

### Program 1: Clerk of Council

**Description:** The Clerk of Council prepares the agenda for each committee and the calendar for the weekly session of City Council. The weekly City Bulletin is the official publication of the City containing ordinances, resolutions, motions, and various legal notices.

**Goal:** Providing support to the City Council and all Council Committees. Keeping the public informed about public hearings in which they would have a special interest. Maintaining and preserving public documents.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	314,760	156,380	331,380	175,000	334,670
Employee Benefits	164,900	88,960	160,890	71,930	168,140
Other Expenses	263,450	112,440	267,420	154,980	249,270
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>743,110</b>	<b>357,780</b>	<b>759,690</b>	<b>401,910</b>	<b>752,080</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>743,110</b>	<b>357,780</b>	<b>759,690</b>	<b>401,910</b>	<b>752,080</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	120	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>	<b>7.00</b>

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
410,520	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease caused by keeping a Deputy Clerk position vacant.

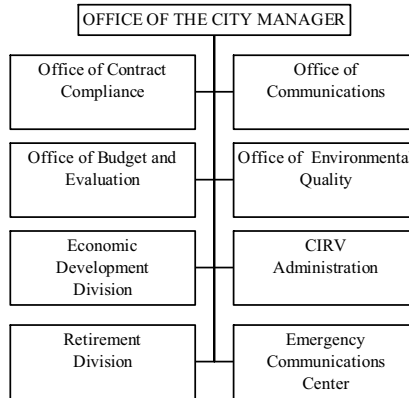
### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(8,710)	0.00	(36,000)	0.00	General Fund	This represents reductions to the Clerk of Council non personnel accounts.



## City Manager

The mission of the City Manager's Office is to provide and maintain essential City services through the efficient and effective management and operation of the City.



## Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	3,270,890	1,660,500	9,550,070	7,889,570	9,519,230
Employee Benefits	1,155,400	631,260	4,218,520	3,587,250	4,258,910
Other Expenses	4,855,730	3,105,330	5,678,670	2,573,340	5,759,820
Properties	0	0	1,530	1,530	1,910
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>9,282,020</b>	<b>5,397,090</b>	<b>19,448,790</b>	<b>14,051,690</b>	<b>19,539,870</b>
Internal Service Funds	190,390	95,470	191,060	95,590	199,880
<b>Total</b>	<b>9,472,410</b>	<b>5,492,560</b>	<b>19,639,850</b>	<b>14,147,280</b>	<b>19,739,750</b>
Capital Projects	4,845,000	86,500	6,532,800	6,446,300	3,859,200
Consolidated Plan Projects	2,070,000	957,500	1,915,000	957,500	1,915,000
Program Revenue	3,051,000	1,475,000	4,800,000	3,325,000	4,800,000
Total Full-time Equivalent Positions	58.00	58.82	194.75	135.93	194.75



## Department Programs

1. Retirement Division
2. Emergency Communications
3. Office of the City Manager
4. Economic Development Division
5. Office of Communications
6. Office of Budget and Evaluation
7. Office of Environmental Quality
8. Office of Contract Compliance
9. CIRV Administration

## Program Summaries

### Program 1: Retirement Division

**Description:** The Cincinnati Retirement Division is governed by a Board of Trustees. The Manager implements policies and manages daily operations. The Cincinnati Retirement System is funded by employee and employer contributions, and investment gains from assets.

**Goal:** To promote long-term financial security for members of the Cincinnati Retirement System and maintain the financial health of the pension and healthcare trusts.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>0.00</b>	<b>0.00</b>	<b>9.75</b>	<b>9.75</b>	<b>9.75</b>

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
0	9.00	All Funds	The Operating Budget for the Retirement Division program is developed separately from that of the rest of the City organization and is subject to the approval of the Retirement Board. Only the staff of the Division are reflected here. The decrease in FTE is related to the elimination of a vacant position that is no longer necessary due to a restructuring of duties within the program.



**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
10	0.75	0	0.75	Retirement	This increase transfers one Enterprise Technology Solutions Computer Systems Analyst to the Retirement Division.

**Performance Measures**

**Performance Objective**

Process and pay monthly pension checks for approximately 4,200 retirees on the first business day of each month.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of pension checks issued on established pay dates.	Percentage	100.00	100.00	100.00



## Departmental Budgets

### City Manager



### Program 2: Emergency Communications

**Description:** The Emergency Communications Center's responsibilities focus on public safety by directly supporting the mission of emergency responders, including law enforcement, fire, and emergency medical services.

**Goal:** The goal of the Emergency Communications Center is to enhance safety for residents, visitors, and businesses of Cincinnati and emergency response personnel through better utilization of resources via strategy implementation designed to prioritize, process, and disseminate information in a timely manner to appropriate units responsible for resolution of emergencies.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	0	0	6,486,690	6,486,690	6,343,590
Employee Benefits	0	0	3,030,880	3,030,880	2,993,010
Other Expenses	0	0	793,650	793,650	803,600
Properties	0	0	1,530	1,530	1,910
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>10,312,750</b>	<b>10,312,750</b>	<b>10,142,110</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>10,312,750</b>	<b>10,312,750</b>	<b>10,142,110</b>
Capital Projects	0	0	850,000	850,000	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	1,500,000	1,500,000	1,500,000
Total Full-time Equivalent Positions	0.00	0.00	130.00	130.00	130.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
10,891,510	130.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by an increase in reimbursements. The increase in FTE reflects the transfer of Emergency Communications personnel from the Police Department to the Office of the City Manager.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(32,120)	0.00	(46,720)	0.00	General Fund	This represents a reduction in overtime.
(550)	0.00	2,050	0.00	General Fund	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(385,810)	0.00	(399,690)	0.00	General Fund	This represents an increase in reimbursements from the 911 Cell Phone Fees Fund.
385,810	0.00	399,690	0.00	911 Cell Phone Fees	
(428,760)	0.00	(449,070)	0.00	General Fund	This represents a delay in filling a seven Emergency 911 Operator positions.



**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(76,030)	0.00	(80,400)	0.00	General Fund	This represents a delay in filling an Emergency Services Dispatch Supervisor position.

**Performance Measures**

**Performance Objective**

Maintain an effective processing time for emergency police, fire, and medical incoming calls to dispatch.

Unit of Measure	Unit	2012	2014	2015
		Actual	Target	Target
Percentage of fire/medical calls, from call received to dispatch, processed in less than 90 seconds.	Percentage	77.11	90.00	90.00
Percentage of police calls, from call received to dispatch, processed in less than 90 seconds.	Percentage	78.00	90.00	90.00

## Departmental Budgets

### City Manager



### Program 3: Office of the City Manager

**Description:** Chief Executive Officer providing overall leadership and top-level management of City operations.

**Goal:** To provide efficient, cost-effective, and effective leadership, and management of the City departments.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	728,130	407,320	756,790	349,470	796,900
Employee Benefits	211,800	129,050	256,390	127,340	283,240
Other Expenses	94,200	41,230	78,840	37,610	78,520
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,034,130</b>	<b>577,600</b>	<b>1,092,020</b>	<b>514,420</b>	<b>1,158,660</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,034,130</b>	<b>577,600</b>	<b>1,092,020</b>	<b>514,420</b>	<b>1,158,660</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00	8.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
534,960	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by an increase in reimbursements.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(15,240)	0.00	(16,010)	0.00	General Fund	This reduction represents an increase in personnel reimbursements from the Duke Energy Convention Center for work related to the convention center.
10,870	0.00	10,870	0.00	General Fund	This represents the adjustment of resources in fleet repairs and fuel.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(14,590)	0.00	(17,810)	0.00	General Fund	This reduction will reduce funds allocated for various office expenses. A reduction in funds available for those expenses may reduce the communication of printed materials and negatively impact the completion of tasks in a timely and complete manner by City Manager's Office staff.



### Program 4: Economic Development Division

**Description:** The Economic Development Division provides citywide economic development services, including business recruitment and retention, large-scale real estate development, and downtown development.

**Goal:** Encourage and grow new business and economic development opportunities that will positively impact Cincinnati.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	553,050	309,920	644,950	335,030	632,010
Employee Benefits	243,350	130,270	268,270	137,990	275,460
Other Expenses	933,410	575,000	803,720	228,720	826,440
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,729,810</b>	<b>1,015,190</b>	<b>1,716,940</b>	<b>701,740</b>	<b>1,733,910</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,729,810</b>	<b>1,015,190</b>	<b>1,716,940</b>	<b>701,740</b>	<b>1,733,910</b>
Capital Projects	4,368,700	0	5,016,800	5,016,800	3,193,600
Consolidated Plan Projects	2,070,000	957,500	1,915,000	957,500	1,915,000
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	19.00	19.00	19.00	0.00	19.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
855,440	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(75,000)	0.00	(75,000)	0.00	General Fund	This represents a reduction to the Greater Cincinnati Chamber of Commerce.
(25,000)	0.00	(25,000)	0.00	General Fund	This represents a reduction to the Greater Cincinnati Film Commission.
(50,000)	0.00	(50,000)	0.00	General Fund	This represents a reduction to the African American Chamber of Commerce.

### Performance Measures

#### Performance Objective

Maintain existing employment base and create new employment opportunities in the City of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 25 major (50+ employees) employers Economic Development conducted Business Retention Visits with in the past year.	Percentage	52.00	100.00	100.00

## Departmental Budgets

### City Manager



#### Performance Objective

Increase employment opportunities in the City of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 500 citizens/clients who Economic Development provided technical service assistance/ issue resolution services to in the last year.	Percentage	7,258.00	100.00	100.00

#### Performance Objective

Promote economic growth in the City of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Leverage private capital at an average ratio of 3:1 for each dollar of City funding received on projects each year.	Ratio	3:1	3:1	3:1



### Program 5: Office of Communications

**Description:** The Office of Communications provides resources for disseminating strategic communications that are delivered professionally through multi-media outlets such as the news media, internet, Citicable, and community presentations.

**Goal:** Implement proactive, effective public communications regarding City initiatives and operations, including media relations, Citicable broadcasts, dissemination of information via the internet, and preparing communications for specific audiences.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	411,770	210,990	298,210	87,220	308,430
Employee Benefits	162,770	96,760	128,870	32,110	137,150
Other Expenses	456,380	448,370	188,120	(260,260)	103,170
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,030,920</b>	<b>756,120</b>	<b>615,200</b>	<b>(140,930)</b>	<b>548,750</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,030,920</b>	<b>756,120</b>	<b>615,200</b>	<b>(140,930)</b>	<b>548,750</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,700,000	1,250,000	2,800,000	1,550,000	2,800,000
Total Full-time Equivalent Positions	6.00	6.00	5.00	(1.00)	5.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
82,030	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(4,690)	0.00	(4,690)	0.00	General Fund	This represents the adjustment of resources in fleet repairs and fuel.
(54,090)	(1.00)	(56,300)	(1.00)	General Fund	This represents the elimination of a Senior Administrative Specialist position, which is partially offset by the addition of a part-time position.
(60,210)	0.00	(60,210)	0.00	General Fund	This reduction represents the elimination of "live" Closed Captioning services for City Council meetings as presented on CitiCable.

#### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(23,080)	0.00	(40,730)	0.00	General Fund	This reduction will reduce funds allocated for various nonpersonnel expenses. A reduction in funds available for those expenses may reduce the quality and frequency of communication and negatively impact the completion of tasks in a timely and complete manner by Office of Communications staff.

## Departmental Budgets

### City Manager



#### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(80,640)	0.00	(85,110)	0.00	General Fund	This reduction represents the reimbursement of personnel costs to the General Fund from the Cable Access Channel Management Fund for a Video Production Specialist position.

## Performance Measures

### Performance Objective

Resolve complaints received against Time Warner Cable.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of complaints received against Time Warner Cable that are resolved.	Percentage	95.00	95.00	95.00

### Performance Objective

Improve departmental participation in electronic communications with the public.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage increase in agency participation.	Percentage	20.00	10.00	10.00



## Program 6: Office of Budget and Evaluation

**Description:** The Office of Budget and Evaluation is responsible for budget development, budget monitoring, policy research, assisting in performance management, and the general administration of the U.S. Department of Housing and Urban Development funded programs.

**Goal:** Develop the operating, capital, and consolidated plan budgets for the City of Cincinnati. Provide management support to initiatives that enhance service delivery, improve responsiveness and communications, and reduce the cost of service delivery.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	964,080	412,990	779,020	366,030	811,870
Employee Benefits	325,290	147,220	286,060	138,840	305,700
Other Expenses	168,220	45,780	102,330	56,550	153,810
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,457,590</b>	<b>605,990</b>	<b>1,167,410</b>	<b>561,420</b>	<b>1,271,380</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,457,590</b>	<b>605,990</b>	<b>1,167,410</b>	<b>561,420</b>	<b>1,271,380</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	13.00	12.82	12.00	(0.82)	12.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
633,350	(0.82)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in expenses for the Biennial Economic Forecast, which is performed every other year. Resources for this purpose will not be necessary in FY 2014, but are needed in FY 2015. The decrease in FTE reflects minor personnel adjustments.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(68,660)	0.00	(68,660)	0.00	General Fund	This reduction represents leaving a Management Analyst position vacant.

## Performance Measures

### Performance Objective

Attainment of the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) every two years.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage increase in the number of 'Outstanding' ratings received from GFOA.	Percentage	N/A	260.00	0.00



## Departmental Budgets

### City Manager



### Program 7: Office of Environmental Quality

**Description:** The Office of Environmental Quality is responsible for brownfield remediation, property evaluation, site-specific investigation, cleanup and redevelopment of City property, Title X enforcement, energy management, and evaluation of cut and fill permits.

**Goal:** Effectively and efficiently carry out the environmental duties charged to the Office of Environmental Quality, including the development and administration of the Energy Management Team as well as performing environmental outreach and communication.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	265,460	143,100	226,240	83,140	237,490
Employee Benefits	79,800	46,380	84,230	37,850	90,160
Other Expenses	2,671,980	1,548,680	2,887,540	1,338,850	2,951,010
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,017,240</b>	<b>1,738,160</b>	<b>3,198,010</b>	<b>1,459,840</b>	<b>3,278,660</b>
Internal Service Funds	190,390	95,470	191,060	95,590	199,880
<b>Total</b>	<b>3,207,630</b>	<b>1,833,630</b>	<b>3,389,070</b>	<b>1,555,430</b>	<b>3,478,540</b>
Capital Projects	476,300	86,500	666,000	579,500	665,600
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	351,000	225,000	500,000	275,000	500,000
Total Full-time Equivalent Positions	6.00	7.00	5.00	(2.00)	5.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,805,810	(1.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The reduction of 1.0 FTE reflects the elimination of a position that was previously funded by grant resources.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(15,750)	0.00	(16,270)	0.00	General Fund	This reduction will reduce hours for a temporary position that supports the field operations associated with the Curbside Recycling Program and the City's internal recycling program at various City facilities.
(2,260)	0.00	(2,260)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.
(50,000)	0.00	(51,650)	0.00	General Fund	This will eliminate the Urban Agriculture program, which focuses on eliminating food deserts within the city of Cincinnati.
(250,020)	(1.00)	(251,480)	(1.00)	General Fund	This will eliminate the Energy Management program, which includes a vacant Energy Manager position and a contract with the Greater Cincinnati Energy Alliance to provide low cost home energy audits for city residents.
(26,620)	0.00	(27,700)	0.00	General Fund	This reduces administrative support and includes reductions to miscellaneous non-personnel items such as travel, training, telephones, and subscriptions and memberships.



## Performance Measures

### Performance Objective

Provide city-wide environmental outreach and communication.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage increase in the number of individuals receiving OEQ communication each year.	Percentage	38.00	5.00	5.00

### Performance Objective

Enhance city-wide energy management and climate protection practices.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage increase in the number of buildings in the City that are LEED certified.	Percentage	49.00	20.00	20.00
Percentage of the Climate Protection Action Plan's recommendations implemented in accordance with the schedule contained therein.	Percentage	60.00	60.00	60.00

### Performance Objective

Promote a green fleet throughout the City.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Achieve a 1% reduction in City government fuel usage each year by operating vehicles in a fuel efficient manner.	Yes/No	Yes	Yes	Yes

### Performance Objective

Promote environmental regulatory compliance throughout the City.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of City Facilities where an environmental compliance audit was completed in the past calendar year.	Percentage	15.00	33.00	33.00

## Departmental Budgets

### City Manager



### Program 8: Office of Contract Compliance

**Description:** This program administers and enforces the Small Business Enterprise (SBE), Equal Employment Opportunity (EEO) and the Living Wage Programs, Prevailing Wage laws, and Meet & Confer provisions to promote full and equal business opportunities with the City.

**Goal:** Ensure proper compliance to City contracts.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	338,390	172,390	349,260	176,870	379,760
Employee Benefits	132,390	79,530	159,730	80,190	169,980
Other Expenses	130,230	137,760	257,470	119,710	257,760
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>601,010</b>	<b>389,680</b>	<b>766,460</b>	<b>376,770</b>	<b>807,500</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>601,010</b>	<b>389,680</b>	<b>766,460</b>	<b>376,770</b>	<b>807,500</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00	6.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
368,530	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by an increase in reimbursements.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(40,240)	0.00	(35,970)	0.00	General Fund	This represents the transfer of eligible personnel and employee benefit expenses from the General Fund into the Income Tax-Infrastructure Fund.
40,240	0.00	35,970	0.00	Income Tax-Infrastructure	

#### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(14,950)	0.00	0	0.00	General Fund	This reduction in technical support services provided by third party information technology (IT) consultants may result in increased time spent by City staff addressing information technology issues.
23,410	0.00	23,410	0.00	Income Tax-Infrastructure	This represents an increase in temporary personnel during the implementation of a system to automate prevailing wage monitoring and Small Business Enterprise program compliance. The temporary personnel will no longer be necessary once the new system is operational.



## Performance Measures

### Performance Objective

Administer, enforce, and monitor the Small Business Enterprise (SBE) Program; the Equal Employment Opportunity (EEO) Program; the Prevailing Wage laws; the Living Wage Program; and the Meet and Confer provisions to promote equal business opportunities.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of four Outreach Activities to SBE vendors completed.	Percentage	100.00	100.00	100.00

### Performance Objective

Oversee proper enforcement of Equal Employment Opportunity requirements for all City contracts over \$5,000.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of all bid documents, proposals, and contracts that contain appropriate language.	Percentage	100.00	100.00	100.00

### Performance Objective

Identify and determine appropriate Prevailing Wage classification(s) and rates for all City construction projects.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of vendor payroll reports submitted to Contract Compliance for examination that were reviewed.	Percentage	100.00	95.00	95.00

## Departmental Budgets

### City Manager



### Program 9: CIRV Administration

**Description:** This program provides administrative oversight to the Cincinnati Initiative to Reduce Violence (CIRV) program, which works to reduce the frequency of gang/group-related street violence.

**Goal:** To provide effective and efficient management of the Cincinnati Initiative to Reduce Violence (CIRV) program in its efforts to reduce the frequency of gang/group-related street violence.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	10,000	3,790	8,910	5,120	9,180
Employee Benefits	0	2,050	4,090	2,050	4,220
Other Expenses	401,310	308,500	567,000	258,500	585,510
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>411,310</b>	<b>314,340</b>	<b>580,000</b>	<b>265,670</b>	<b>598,910</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>411,310</b>	<b>314,340</b>	<b>580,000</b>	<b>265,670</b>	<b>598,910</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
315,670	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in program management costs.

#### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(50,000)	0.00	(50,000)	0.00	General Fund	This represents a reduction in funding for a third party agency to provide social services to the Cincinnati Initiative to Reduce Violence (CIRV) program. The CIRV program would not be able to benefit from the collaborative effort with the social services agency to provide assistance to individuals who may be at risk for violence.

## Performance Measures

### Performance Objective

Empower affected communities with strategies to change norms and expectations toward violence.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Train five communities in the Moral Voice and aftercare/maintenance strategies.	Percentage	N/A	100.00	100.00

**Performance Objective**

Provide a life change system for group/gang members to transition to a violence free pro-social lifestyle.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Identify and recruit at least 500 new individuals to services.	Percentage	N/A	100.00	100.00

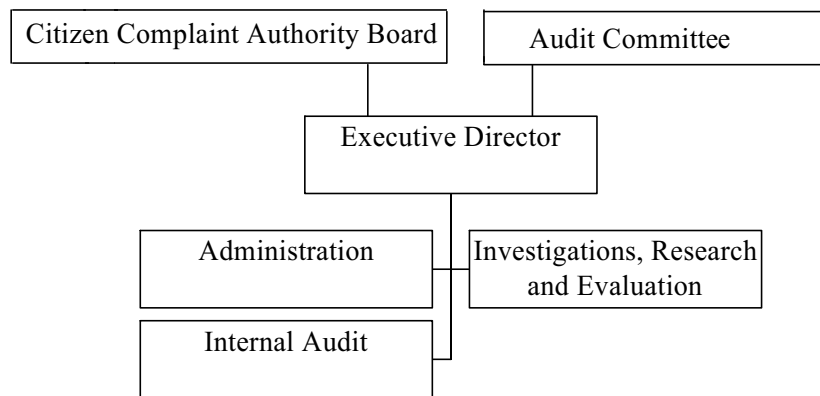


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## Citizen Complaint and Internal Audit

The mission of the Department of Citizen Complaint and Internal Audit is to investigate allegations of misconduct by police officers including, but not limited to, shots fired, death in custody, and use of force with the ultimate goal of addressing citizens' concerns and improving citizen perceptions of quality police service in the City of Cincinnati. The Department also examines and evaluates the effectiveness and efficiency of management controls in all City departments, independent boards, and commissions. The department shall act independently consistent with its duties and responsibilities.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	668,270	337,000	571,840	234,850	558,340
Employee Benefits	253,240	157,800	216,700	58,900	210,280
Other Expenses	54,910	26,030	55,440	29,410	76,450
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>976,420</b>	<b>520,830</b>	<b>843,980</b>	<b>323,160</b>	<b>845,070</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>976,420</b>	<b>520,830</b>	<b>843,980</b>	<b>323,160</b>	<b>845,070</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.00	10.00	9.00	(1.00)	9.00



## Departmental Budgets

### Citizen Complaint and Internal Audit



## Department Programs

1. Investigations, Research, and Evaluation
2. Administration
3. Internal Audit

## Program Summaries

### Program 1: Investigations, Research, and Evaluation

**Description:** To provide the community with an investigation that is clear, concise, focused, and understandable.

**Goal:** To be on call 24-7 to investigate serious interventions by police officers, including shots fired, deaths in custody and major uses of force.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	168,130	105,830	106,660	820	70,210
Employee Benefits	48,780	22,930	39,340	16,400	17,820
Other Expenses	16,570	8,230	25,550	17,320	48,320
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>233,480</b>	<b>136,990</b>	<b>171,550</b>	<b>34,540</b>	<b>136,350</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>233,480</b>	<b>136,990</b>	<b>171,550</b>	<b>34,540</b>	<b>136,350</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	2.00	(1.00)	2.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
125,410	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(90,840)	(1.00)	(114,730)	(1.00)	General Fund	This decrease is primarily due the elimination of the Chief Investigator position after September 1, 2013.



## Performance Measures

### Performance Objective

To complete complainant, officer, and witness interviews, information gathering, and analytical reports on all investigations within 60 days of serious intervention.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of investigations completed within 60 days.	Percentage	100.00	100.00	100.00

## Departmental Budgets

### Citizen Complaint and Internal Audit



#### Program 2: Administration

**Description:** To provide administrative support to the investigative staff.

**Goal:** To maintain agency records and files, and to ensure intake, assignment and investigation procedures are in compliance with the Collaborative Agreement.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	211,250	110,590	221,630	111,040	233,460
Employee Benefits	77,940	73,680	64,960	(8,720)	72,330
Other Expenses	27,220	8,950	15,820	6,870	15,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>316,410</b>	<b>193,220</b>	<b>302,410</b>	<b>109,190</b>	<b>320,940</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>316,410</b>	<b>193,220</b>	<b>302,410</b>	<b>109,190</b>	<b>320,940</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
109,220	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in employee benefits.

#### Performance Measures

##### Performance Objective

To provide administrative support to the federal court mandated investigative staff.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of investigations assigned within 48 business hours of initial complaint.	Percentage	100.00	100.00	100.00



### Program 3: Internal Audit

**Description:** Performs operational and performance audits in order to examine and evaluate the effectiveness and efficiency of management controls in all City departments and independent boards and commissions.

**Goal:** To identify and recommend management opportunities to reduce cost, improve performance, and increase productivity of personnel and assets.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	288,890	120,570	243,550	122,980	254,670
Employee Benefits	126,510	61,190	112,400	51,210	120,130
Other Expenses	11,120	8,850	14,070	5,220	12,980
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>426,520</b>	<b>190,610</b>	<b>370,020</b>	<b>179,410</b>	<b>387,780</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>426,520</b>	<b>190,610</b>	<b>370,020</b>	<b>179,410</b>	<b>387,780</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	4.00	0.00	4.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
181,160	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in employee benefits.

### Performance Measures

#### Performance Objective

To perform operational audits and make well thought out recommendations that add value to the City organization.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of audit recommendations substantially agreed to by departments.	Percentage	90.00	90.00	90.00

#### Performance Objective

To ensure audits on the approved audit work plan are completed within the scheduled time period.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of approved audit work plan completed.	Percentage	90.00	90.00	90.00

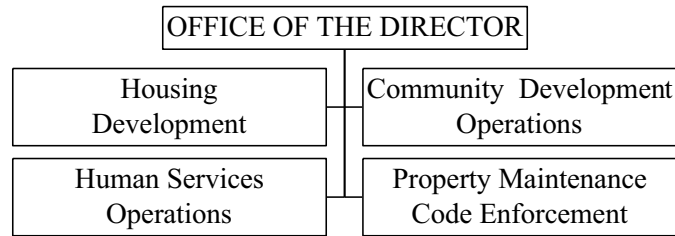


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## Community Development

The mission of the Department of Community Development is to work with diverse neighborhood partners to seek and leverage funding that enables the City to develop and maintain quality housing and community-based programs.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	2,027,290	1,096,410	2,292,150	1,195,750	2,420,850
Employee Benefits	1,118,170	642,920	1,272,750	629,830	1,335,640
Other Expenses	3,631,270	1,862,550	2,569,540	706,990	2,525,060
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>6,776,730</b>	<b>3,601,880</b>	<b>6,134,440</b>	<b>2,532,570</b>	<b>6,281,550</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>6,776,730</b>	<b>3,601,880</b>	<b>6,134,440</b>	<b>2,532,570</b>	<b>6,281,550</b>
Capital Projects	3,158,600	3,617,500	2,777,300	(840,200)	2,709,200
Consolidated Plan Projects	11,699,170	5,473,610	10,533,190	5,059,580	10,150,990
Program Revenue	816,500	0	0	0	0
Total Full-time Equivalent Positions	58.50	64.90	63.90	(1.00)	63.90



## Department Programs

1. Human Services
2. Housing Development
3. Compliance & Operations
4. Property Maintenance Code Enforcement

## Program Summaries

### Program 1: Human Services

**Description:** This program outlines the City's General Fund allocation of Human Services grants to qualified non-profit agencies that meet the Priority Areas of the City's Human Services Policy.

**Goal:** To help meet the needs of Cincinnati's most vulnerable residents through the allocation of City funds to qualified agencies, resulting in quality and measurable services that meet City compliance in programming and fiscal accountability.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	104,750	23,930	48,480	24,550	39,530
Employee Benefits	62,630	11,780	26,390	14,610	22,910
Other Expenses	2,090,840	1,047,210	1,399,000	351,790	1,399,000
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,258,220</b>	<b>1,082,920</b>	<b>1,473,870</b>	<b>390,950</b>	<b>1,461,440</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>2,258,220</b>	<b>1,082,920</b>	<b>1,473,870</b>	<b>390,950</b>	<b>1,461,440</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	855,000	695,000	1,070,000	375,000	1,070,000
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	2.00	1.00	1.00	0.00	1.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,112,320	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in employee benefits.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(721,150)	0.00	(721,150)	0.00	General Fund	This represents the reduction of Human Services and Center for Closing the Health Gap funding.



## Performance Measures

### Performance Objective

Maximize the effectiveness of agencies supported by Human Services funding through enhanced monitoring via the United Way contract.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of Human Services agencies that meet or exceed performance goals outlined in the contract.	Percentage	90.00	90.00	90.00



## Departmental Budgets

### Community Development



#### Program 2: Housing Development

**Description:** This program encompasses all housing-related programs within the Department of Community Development, including new construction and rehabilitation of rental and owner-occupied units, as well as housing support programs.

**Goal:** To develop and sustain quality owner-occupied and rental housing units, resulting in a variety of housing options and support systems for Cincinnati homeowners and residents.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	297,910	152,690	274,480	121,800	369,660
Employee Benefits	117,170	80,270	158,440	78,170	181,190
Other Expenses	715,500	357,950	372,370	14,420	374,520
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,130,580</b>	<b>590,910</b>	<b>805,290</b>	<b>214,390</b>	<b>925,370</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,130,580</b>	<b>590,910</b>	<b>805,290</b>	<b>214,390</b>	<b>925,370</b>
Capital Projects	2,861,100	1,500,000	2,777,300	1,277,300	2,489,200
Consolidated Plan Projects	9,074,170	3,846,110	7,818,190	3,972,080	7,435,990
Program Revenue	756,500	0	0	0	0
Total Full-time Equivalent Positions	15.00	17.00	17.00	0.00	17.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
494,320	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in expert services and savings related to a vacant position.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(279,950)	0.00	(279,950)	0.00	General Fund	This represents the reduction of funding for the Neighborhood Support Program and the Neighborhood Business District Support Fund budget allocation. Local organizations have received \$5,000 through this program and will now receive \$2,500.

#### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
0	0.00	(25,000)	0.00	Community Dev Block Grant	This place holder exception represents a decrease to contractual services in order to balance the Community Development Block Grant Fund in FY 2015 with administrative cap requirements.



## Performance Measures

### Performance Objective

Strengthen the quality of the existing housing stock throughout the City.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 1,500 owner occupied housing units rehabilitated through City programs.	Percentage	93.50	100.00	100.00

### Performance Objective

Serve 4,550 households through programs targeted for the homeless and special needs population.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 4,550 households served through Emergency Shelter Grant and Housing Persons With AIDS programs.	Percentage	103.00	100.00	100.00

## Departmental Budgets

### Community Development



### Program 3: Compliance & Operations

**Description:** This program covers the programmatic and operational activities of the department and includes the staff in the Office of the Director, the fiscal section, and the compliance/monitoring section.

**Goal:** To provide human resources, operations, and administrative oversight resulting in fiscal accountability, timeliness, and quality program monitoring.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	580,050	382,490	819,420	436,930	855,130
Employee Benefits	132,830	123,470	318,980	195,520	341,180
Other Expenses	684,380	383,650	647,120	263,460	596,170
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,397,260</b>	<b>889,610</b>	<b>1,785,520</b>	<b>895,910</b>	<b>1,792,480</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,397,260</b>	<b>889,610</b>	<b>1,785,520</b>	<b>895,910</b>	<b>1,792,480</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	60,000	0	0	0	0
Total Full-time Equivalent Positions	9.00	12.40	12.40	0.00	12.40

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
895,980	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase related to a recalculation of reimbursements.

#### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
0	0.00	(45,000)	0.00	Community Dev Block Grant	This represents a place holder reduction to temporary services in order to balance the Community Development Block Grant Fund with administrative cap restrictions.

### Performance Measures

#### Performance Objective

Increase strategic external partnerships through: 1) increased leveraging of existing funds; and 2) expanded opportunities through the sharing of local, regional, and national planning information and best practices.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Ratio of leveraged funds to City funds each year.	Ratio	5.67:1	4:1	4:1



## Program 4: Property Maintenance Code Enforcement

**Description:** This program addresses citizen complaints of sub-standard housing conditions, illegal use zoning violations, and blight/code violations through inspections of existing occupied or vacant commercial and residential buildings and premises.

**Goal:** To ensure compliance with the Cincinnati Building and/or Zoning Codes by pursuing criminal or civil prosecutions and/or demolition of public nuisances and ultimately improve public health, safety, and quality of life in neighborhoods.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,044,580	537,300	1,149,770	612,470	1,156,520
Employee Benefits	805,550	427,400	768,930	341,530	790,370
Other Expenses	140,550	73,730	151,040	77,320	155,370
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,990,680</b>	<b>1,038,430</b>	<b>2,069,740</b>	<b>1,031,320</b>	<b>2,102,260</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,990,680</b>	<b>1,038,430</b>	<b>2,069,740</b>	<b>1,031,320</b>	<b>2,102,260</b>
Capital Projects	297,500	2,117,500	0	(2,117,500)	220,000
Consolidated Plan Projects	1,770,000	932,500	1,645,000	712,500	1,645,000
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	32.50	34.50	33.50	(1.00)	33.50

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,034,230	(1.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase related to a recalculation of reimbursements. The program has an FTE decrease of 1.0 FTE due to the reduction of an unutilized position.

## Performance Measures

### Performance Objective

Re-inspection of the properties, meetings with the owner and other contact to encourage voluntary compliance with the code.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of code violations brought into voluntary compliance prior to initiation of administrative or judicial action.	Percentage	34.00	35.00	35.00

### Performance Objective

To barricade open vacant buildings within 15 days of the completion of the required owner's notification.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of buildings barricaded within 15 calendar days.	Percentage	98.00	95.00	95.00

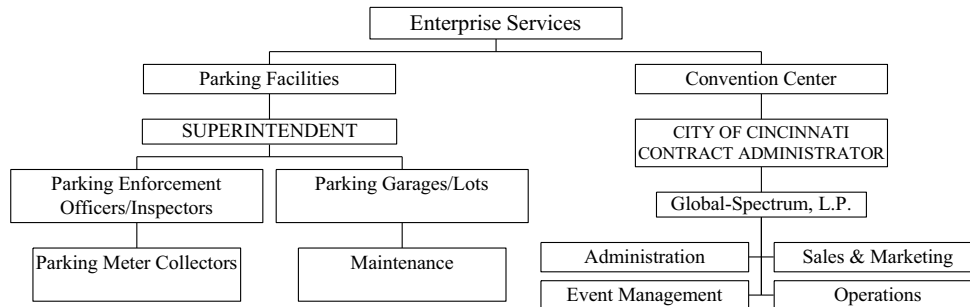


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## Enterprise Services

The mission of the Department of Enterprise Services is to contribute to the economic growth and stability of Cincinnati by providing a premier convention center facility and professional management of the City's parking assets.



## Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,494,740	799,180	1,658,720	859,550	1,689,200
Employee Benefits	716,390	416,280	843,750	427,470	882,660
Other Expenses	11,015,710	6,001,860	11,793,830	5,791,970	12,131,230
Properties	0	0	0	0	0
Debt Service	446,770	271,600	1,305,890	1,034,290	2,065,630
<b>Operating Total</b>	<b>13,673,610</b>	<b>7,488,920</b>	<b>15,602,190</b>	<b>8,113,280</b>	<b>16,768,720</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>13,673,610</b>	<b>7,488,920</b>	<b>15,602,190</b>	<b>8,113,280</b>	<b>16,768,720</b>
Capital Projects	1,473,000	230,000	330,000	100,000	330,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	16,470,915	8,683,434	16,834,691	8,151,257	16,751,385
Total Full-time Equivalent Positions	36.85	36.85	35.80	(1.05)	35.80

## Departmental Budgets

### Enterprise Services



## Department Programs

1. Duke Energy Convention Center
2. On-Street Parking
3. Off-Street Parking
4. Parking Business Services

## Program Summaries

### Program 1: Duke Energy Convention Center

**Description:** The Duke Energy Convention Center program oversees the management agreement between Global Spectrum, LP and the City of Cincinnati.

**Goal:** To manage all contracts related to the use of the convention center and to responsibly handle all financial and administrative functions including scheduling events and developing new customers at the center.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	49,000	25,900	59,330	33,430	62,300
Employee Benefits	20,150	11,900	27,260	15,370	28,620
Other Expenses	7,008,780	4,023,510	7,485,470	3,461,960	7,695,020
Properties	0	0	0	0	0
Debt Service	72,050	35,580	70,360	34,790	68,800
<b>Operating Total</b>	<b>7,149,980</b>	<b>4,096,890</b>	<b>7,642,420</b>	<b>3,545,550</b>	<b>7,854,740</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>7,149,980</b>	<b>4,096,890</b>	<b>7,642,420</b>	<b>3,545,550</b>	<b>7,854,740</b>
Capital Projects	230,000	230,000	230,000	0	230,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	7,266,120	4,562,130	7,795,640	3,233,510	7,712,340
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
3,530,300	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase also results from accounting changes that will no longer allow certain expenses to be paid from prior year allocations. These expenses are included as an increase to the program budget.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
15,240	0.00	16,010	0.00	Convention Center	This represents an increase in reimbursement expenses to the City Manager's Office related to Duke Energy Convention Center management oversight.



## Performance Measures

### Performance Objective

Obtain a customer satisfaction rating of 4.5 from a possible 5.0 on post event customer surveys.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Customer satisfaction rating of 4.5 or more of customers surveyed.	Whole Number	4.54	4.50	4.50

### Performance Objective

Maintain program self-sufficiency by maintaining a fund balance that is five percent of revenue.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Fund balance as a percent of revenue.	Percentage	28.50	5.00	5.00

### Performance Objective

Reduce the amount of energy used by the Convention Center by four percent each year by implementing the department's Energy Management Plan.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage reduction in the amount of energy used by the Convention Center within one year.	Percentage	11.60	4.00	4.00

### Performance Objective

Increase community or intra-City partnerships that increase department efficiency and effectiveness in solving recurring problems each year.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage utilization of Small Business Enterprise firms based on contract values.	Percentage	44.30	30.00	30.00



## Departmental Budgets

### Enterprise Services



#### Program 2: On-Street Parking

**Description:** This program consists of enforcement, collection, maintenance, and management of over 5,700 single space meters located in the downtown area and neighborhood business districts, as well as twelve multi-space pay-and-display units.

**Goal:** To ensure increased mobility for the motoring public and encourage vehicle turnover that supports retail enterprise in the central and neighborhood business districts.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	844,510	447,590	902,500	454,910	919,790
Employee Benefits	447,370	265,880	534,000	268,120	557,170
Other Expenses	491,910	332,090	658,860	326,770	669,440
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,783,790</b>	<b>1,045,560</b>	<b>2,095,360</b>	<b>1,049,800</b>	<b>2,146,400</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,783,790</b>	<b>1,045,560</b>	<b>2,095,360</b>	<b>1,049,800</b>	<b>2,146,400</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	3,159,200	4,121,300	9,039,050	4,917,750	9,039,050
Total Full-time Equivalent Positions	22.00	22.00	22.00	0.00	22.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,048,220	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in data processing.

#### Performance Measures

##### Performance Objective

Increase the number of functioning parking meters by conducting quality control inspections and reducing repair cycles.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of repairs completed within 48 hours.	Percentage	100.00	100.00	100.00



### Program 3: Off-Street Parking

**Description:** This program consists of the operation, maintenance, and management of over 4,900 parking spaces located at seven City-owned parking garages and five surface lots throughout downtown Cincinnati.

**Goal:** To create aesthetic, safe, and efficiently operated parking facilities and increase utilization to support economic development in the downtown community.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	324,910	204,050	323,080	119,030	325,310
Employee Benefits	163,360	100,260	142,630	42,360	148,570
Other Expenses	3,435,700	1,619,530	3,598,070	1,978,540	3,713,950
Properties	0	0	0	0	0
Debt Service	374,720	236,020	1,235,530	999,510	1,996,830
<b>Operating Total</b>	<b>4,298,690</b>	<b>2,159,860</b>	<b>5,299,310</b>	<b>3,139,440</b>	<b>6,184,660</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>4,298,690</b>	<b>2,159,860</b>	<b>5,299,310</b>	<b>3,139,440</b>	<b>6,184,660</b>
Capital Projects	1,243,000	0	100,000	100,000	100,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	6,045,600	0	0	0	0
Total Full-time Equivalent Positions	10.85	10.85	9.80	(1.05)	9.80

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,050,960	(1.05)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in reimbursements, contractual services, and the elimination of one vacant full-time Parking Attendant position.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
1,086,170	0.00	1,864,390	0.00	Parking System Facilities	This represents an increase for debt service payments and garage management for the new U-Square garage project located near the University of Cincinnati gateway.

### Performance Measures

#### Performance Objective

To increase the availability of visitor parking in Downtown Cincinnati by monitoring the number of daily cars parked compared to the number of available spaces (turnover ratio).

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Turnover ratio.	Ratio	1.24:1	1.22:1	1.22:1

## Departmental Budgets

### Enterprise Services



#### Program 4: Parking Business Services

**Description:** This program manages internal and external customer transactions for the Parking Facilities Division.

**Goal:** To provide timely and excellent customer service through proper stewardship of funds and assets managed by the Parking Facilities Division.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	276,330	121,640	373,820	252,170	381,800
Employee Benefits	85,520	38,240	139,870	101,630	148,290
Other Expenses	79,320	26,730	51,440	24,710	52,830
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>441,170</b>	<b>186,610</b>	<b>565,130</b>	<b>378,510</b>	<b>582,920</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>441,170</b>	<b>186,610</b>	<b>565,130</b>	<b>378,510</b>	<b>582,920</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	4.00	4.00	0.00	4.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
377,020	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in anticipated reimbursements to the Economic Development Division.

#### Performance Measures

##### Performance Objective

Provide timely and quality customer service in response to citizen requests.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of special event parking applications processed within 24 hours of receipt.	Percentage	100.00	100.00	100.00

##### Performance Objective

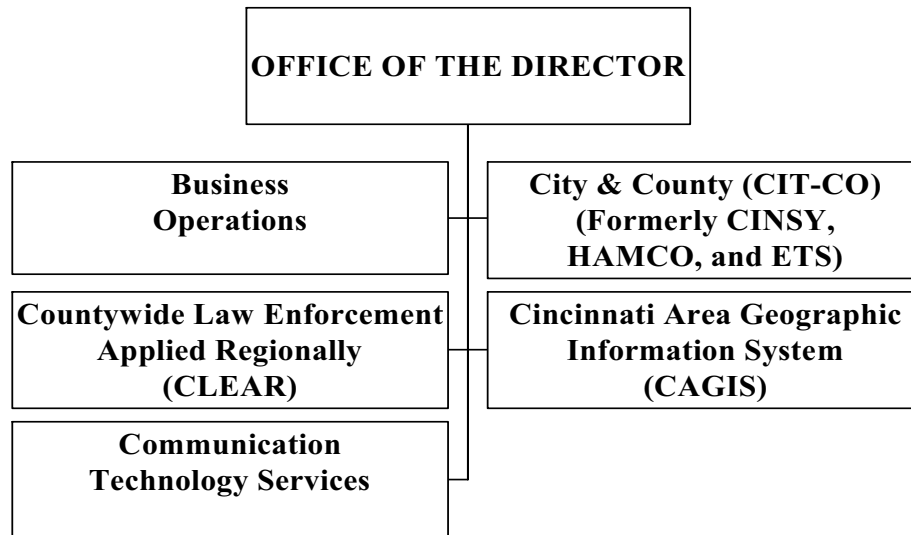
Reduce the length of citizen complaint response time as reported in the customer service response system.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage response to customer service requests within 24 hours.	Percentage	100.00	100.00	100.00



## Enterprise Technology Solutions

The mission of the Enterprise Technology Solutions (ETS) Department is to support the City of Cincinnati and Hamilton County through excellence in design, development, and application of technology solutions that increase the efficiency and effectiveness of the various local governments, public safety, and law enforcement agencies in the region by improving service delivery and enterprise coordination.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	5,304,370	2,976,500	5,687,070	2,710,570	5,640,350
Employee Benefits	2,471,730	1,228,690	2,393,670	1,164,980	2,503,710
Other Expenses	7,534,710	3,046,250	6,222,830	3,176,580	6,345,490
Properties	76,800	18,000	36,000	18,000	36,000
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>15,387,610</b>	<b>7,269,440</b>	<b>14,339,570</b>	<b>7,070,130</b>	<b>14,525,550</b>
Internal Service Funds	1,431,150	1,976,870	3,666,150	1,689,280	3,760,200
<b>Total</b>	<b>16,818,760</b>	<b>9,246,310</b>	<b>18,005,720</b>	<b>8,759,410</b>	<b>18,285,750</b>
Capital Projects	736,500	0	1,718,800	1,718,800	1,759,200
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	150,000	40,000	123,000	83,000	123,000
Total Full-time Equivalent Positions	100.00	97.00	94.55	(2.45)	93.55



## Department Programs

1. ETS Administration
2. CLEAR Operations
3. CAGIS Consortium Operations
4. CIT-CO Operations
5. CTS Operations

## Program Summaries

### Program 1: ETS Administration

**Description:** Provides overall policy direction, procurement, accounts payable, accounts receivable, human resources, and budget support for Enterprise Technology Solutions.

**Goal:** To assist the department with increasing productivity and lowering operational costs in the services provided to ETS's clients.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	367,740	67,290	312,880	245,590	273,000
Employee Benefits	286,160	44,330	149,110	104,780	150,260
Other Expenses	186,560	181,690	303,440	121,750	313,060
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>840,460</b>	<b>293,310</b>	<b>765,430</b>	<b>472,120</b>	<b>736,320</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>840,460</b>	<b>293,310</b>	<b>765,430</b>	<b>472,120</b>	<b>736,320</b>
Capital Projects	87,500	0	56,300	56,300	105,900
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	150,000	40,000	80,000	40,000	80,000
Total Full-time Equivalent Positions	10.00	8.00	9.00	1.00	9.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
594,730	2.00	All Funds	The ETS Administration Program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase necessary to offset the loss of revenue from Hamilton County. The increase in FTE is due to a difference in how the Cincinnati Budget System represents the partial FTE value associated with positions that have been budgeted to be vacant for part of the budget year.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(96,070)	(1.00)	(98,280)	(1.00)	General Fund	This reduction will eliminate a vacant Supervising Management Analyst position within the Administrative Section of ETS. The tasks have been absorbed by remaining staff.



**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(22,440)	0.00	(80,110)	0.00	General Fund	This reduction represents reimbursement of IT Security staff salaries from eligible Capital projects. This will result in limited resources for the upgrade and modernization of the existing information security infrastructure.

**Performance Measures**

**Performance Objective**

Ensure payment of responsive vendor invoices within 30 days.

Unit of Measure		Unit	2012 Actual	2014 Target	2015 Target
Percentage of CFS transactions entered for payment of a responsive invoice within 14 days of receipt.		Percentage	N/A	95.00	95.00

## Departmental Budgets

### Enterprise Technology Solutions



#### Program 2: CLEAR Operations

**Description:** To provide a computerized police information system for all Hamilton County law enforcement agencies. This program is funded entirely by a levy assessed to all Hamilton County property owners.

**Goal:** Provide a system that assists all Hamilton County law enforcement personnel in the safe and successful performance of their duties.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,216,880	665,180	1,160,980	495,800	1,155,190
Employee Benefits	434,580	266,420	468,400	201,980	481,500
Other Expenses	2,493,130	1,413,310	2,839,860	1,426,550	2,895,860
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>4,144,590</b>	<b>2,344,910</b>	<b>4,469,240</b>	<b>2,124,330</b>	<b>4,532,550</b>
Internal Service Funds	435,590	82,670	96,770	14,100	97,750
<b>Total</b>	<b>4,580,180</b>	<b>2,427,580</b>	<b>4,566,010</b>	<b>2,138,430</b>	<b>4,630,300</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>21.00</b>	<b>19.00</b>	<b>16.00</b>	<b>(3.00)</b>	<b>15.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,318,720	(1.00)	All Funds	The CLEAR Program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, which is offset by a decrease in FTE primarily due to the elimination of a of one vacant Senior Computer/ Programmer Analyst position as well as the introduction of position vacancy savings related to a Computer Systems Analyst position.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(69,160)	(1.00)	(70,800)	(1.00)	Regional Computer Center	This reduction will transfer an Information Technology Coordinator position to the CTS Operations program.
(194,560)	(1.00)	(287,900)	(2.00)	CLEAR	This reduction eliminates one vacant Senior Computer Programmer/ Analyst, introduces partial position vacancy savings to a Computer Systems Analyst position, and reduces non-personnel costs for Data Processing by RCC and Computer Peripherals in order to align expenditures with available resources. The Computer Systems Analyst position is fully eliminated in FY 2015.



## Performance Measures

### Performance Objective

Maintain and ensure compliance with state and national security rules, policies, and procedures relevant to law enforcement systems, data, and networks by conducting 40 audits per year.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of audits with positive compliance findings.	Percentage	100.00	95.00	95.00



## Departmental Budgets

### Enterprise Technology Solutions



#### Program 3: CAGIS Consortium Operations

**Description:** The Cincinnati Area Geographic Information System represents a computerized, information sharing system that enables the fundamental transformation of government and utility service management and delivery through the use of geographic information.

**Goal:** Keep the existing system upgraded to meet the needs of the organization, while providing minimal disruption to existing business operations.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,420,110	732,950	1,535,670	802,710	1,582,060
Employee Benefits	491,150	283,700	633,470	349,770	676,450
Other Expenses	2,763,850	1,168,060	2,443,350	1,275,290	2,489,040
Properties	76,800	18,000	36,000	18,000	36,000
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>4,751,910</b>	<b>2,202,710</b>	<b>4,648,490</b>	<b>2,445,770</b>	<b>4,783,550</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>4,751,910</b>	<b>2,202,710</b>	<b>4,648,490</b>	<b>2,445,770</b>	<b>4,783,550</b>
Capital Projects	76,200	0	58,500	58,500	59,450
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	17.00	18.00	19.00	1.00	19.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,307,350	0.00	All Funds	The Cincinnati Area Geographical Information System (CAGIS) Consortium Operations Program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
138,270	1.00	144,600	1.00	Cinti Area Geographic Info Sys	This increase represents the transfer of one Information Technology Assistant Manager from Metropolitan Sewer District to the Department of Enterprise Technology Solutions.

#### Performance Measures

##### Performance Objective

Continue to upgrade the CAGIS system to meet the needs of the organization, while providing minimal disruption to existing business operations.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Implement at least 10 workflow improvements each year.	Whole Number	10.00	10.00	10.00



### Program 4: CIT-CO Operations

**Description:** CITCO provides information technology solutions including City enterprise business systems such as Financial, Human Resources, Electronic Government and Enterprise Email, in addition to IT support services to City and Hamilton County customers.

**Goal:** The overall goal of this program is to keep expenditures as low as possible while providing necessary, no-direct billable services required for CIT-CO to operate.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,709,220	951,760	1,566,010	614,240	1,543,100
Employee Benefits	605,490	381,930	668,040	286,100	698,070
Other Expenses	311,570	96,880	153,880	57,000	157,590
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,626,280</b>	<b>1,430,570</b>	<b>2,387,930</b>	<b>957,340</b>	<b>2,398,760</b>
Internal Service Funds	906,760	527,930	777,610	249,670	779,420
<b>Total</b>	<b>3,533,040</b>	<b>1,958,500</b>	<b>3,165,540</b>	<b>1,207,010</b>	<b>3,178,180</b>
Capital Projects	256,800	0	1,267,300	1,267,300	1,383,550
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	27.00	28.00	25.55	(2.45)	25.55

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
984,040	(0.70)	All Funds	The CIT-CO (City-County) Operations Program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in available reimbursements from capital projects. An additional reduction is due to the transfer of an Information Technology Assistant Manager position to the RCC Fund 702, which also accounts for the 1.0 FTE decrease.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(22,440)	0.00	(80,110)	0.00	General Fund	This reduction represents the reimbursement of a portion of the EGov section staff's salaries from eligible Capital projects. This will limit resources available for the upgrade and modernization of the City's Internet and Intranet presence infrastructure.
(95,970)	(1.00)	(100,890)	(1.00)	Regional Computer Center	This reduction transfers one Computer Science Analyst from Enterprise Technology Solutions to the Department of Public Services.
(99,030)	(0.75)	(101,180)	(0.75)	Regional Computer Center	This reduction transfers one Enterprise Technology Solutions Computer Systems Analyst to the Retirement Division.



## Performance Measures

### Performance Objective

Increase efficiencies through staff reassignments, staff collaboration, hardware and software deployments, service innovations, etc., resulting in increased service levels and lower costs.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Amount of savings due to increased efficiencies/deployments.	Dollar Amount	N/A	25,000.00	25,000.00



## Program 5: CTS Operations

**Description:** Provide support for City's Communication Technology Services (CTS) programs, maintaining radio communications, data communications infrastructure and the City's telephone network.

**Goal:** Ensure reliable delivery for email messages to and from internal and external users. Provide one point of contact for customers to report problems or ask questions.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	590,410	559,300	1,111,530	552,230	1,087,000
Employee Benefits	654,340	252,300	474,640	222,350	497,430
Other Expenses	1,779,600	186,320	482,300	295,990	489,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,024,350</b>	<b>997,920</b>	<b>2,068,470</b>	<b>1,070,570</b>	<b>2,074,370</b>
Internal Service Funds	88,790	1,366,270	2,791,780	1,425,510	2,883,020
<b>Total</b>	<b>3,113,140</b>	<b>2,364,190</b>	<b>4,860,250</b>	<b>2,496,080</b>	<b>4,957,390</b>
Capital Projects	316,000	0	336,700	336,700	210,300
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	43,000	43,000	43,000
Total Full-time Equivalent Positions	25.00	24.00	25.00	1.00	25.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,097,270	0.00	All Funds	The CTS Operations Program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to data line expenses.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
69,160	1.00	70,800	1.00	Regional Computer Center	This increase will transfer an Information Technology Coordinator position from the CLEAR program.
(22,440)	0.00	(80,110)	0.00	General Fund	This reduction represents the reimbursement of a portion of the Networks staff's salaries from eligible Capital projects. This will limit resources available for the upgrade and modernization of the City's fiber network and telephone infrastructure.

## Performance Measures

### Performance Objective

Conduct a detailed review of telecommunication expenses Citywide in order to eliminate unneeded services.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Amount of realized savings per month due to elimination of services that are no longer needed.	Dollar Amount	19,037.00	1,000.00	1,000.00

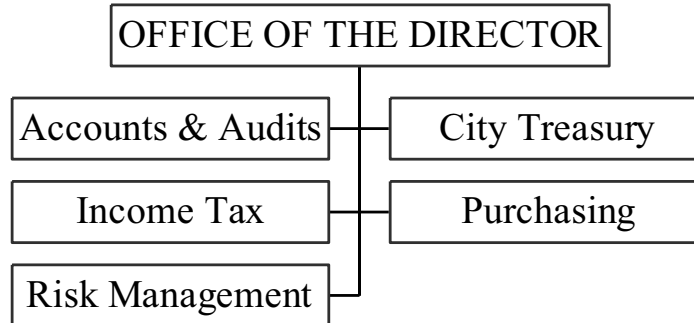


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## Finance

The mission of the Finance Department is to serve as a strong steward of public financial resources, contribute to the financial strength of the City, and provide quality financial services to customers. This mission is accomplished through the functions and duties of: the Office of the Director, Accounts & Audits, City Treasury, Income Tax, Purchasing, and Risk Management.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	5,150,680	2,597,500	4,856,020	2,258,510	4,973,030
Employee Benefits	2,193,650	1,177,650	2,227,610	1,049,960	2,361,340
Other Expenses	3,427,220	1,660,010	4,067,730	2,407,720	4,056,240
Properties	0	0	0	0	0
Debt Service	93,000,500	30,000,250	110,500,000	80,499,750	90,000,000
<b>Operating Total</b>	<b>103,772,050</b>	<b>35,435,410</b>	<b>121,651,360</b>	<b>86,215,940</b>	<b>101,390,610</b>
Internal Service Funds	4,542,020	2,138,130	4,024,690	1,886,560	4,056,040
<b>Total</b>	<b>108,314,070</b>	<b>37,573,540</b>	<b>125,676,050</b>	<b>88,102,500</b>	<b>105,446,650</b>
Capital Projects	283,000	0	10,000	10,000	0
Consolidated Plan Projects	6,800	2,000	2,000	0	2,000
Program Revenue	27,135,718	13,800,197	276,188,260	262,388,063	278,165,203
Total Full-time Equivalent Positions	108.05	103.95	100.76	(3.19)	100.76



### Department Programs

1. Administration
2. Financial Reporting and Monitoring
3. Payroll Preparation
4. Debt Management
5. Treasury Operations
6. Risk Management
7. Income Tax
8. Procurement
9. Printing and Stores

### Program Summaries

#### Program 1: Administration

**Description:** Consists of the Finance Director, Assistant Finance Director, and an Administrative Specialist.

**Goal:** To contribute to the financial strength of the City by being a strong steward of public financial services and to provide quality financial services to customers.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	319,620	174,540	324,920	150,380	335,010
Employee Benefits	91,600	53,800	104,280	50,480	113,320
Other Expenses	19,440	7,130	19,960	12,830	20,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>430,660</b>	<b>235,470</b>	<b>449,160</b>	<b>213,690</b>	<b>468,560</b>
Internal Service Funds	10,890	1,080	10,720	9,630	11,510
<b>Total</b>	<b>441,550</b>	<b>236,550</b>	<b>459,880</b>	<b>223,320</b>	<b>480,070</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00	3.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
214,200	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in reimbursement levels in the Bond Retirement Fund and the Urban Renewal Debt Retirement Fund.



## Performance Measures

### Performance Objective

To maintain general obligation bond ratings of Aa1/AA+ or better each year. Aa1 and AA+ are Moody's and Standard & Poor's rating symbols, respectively, for high quality.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
General Obligation Bond ratings of Aa1/AA+ or better.	Yes/No	Yes	Yes	Yes



## Departmental Budgets

### Finance



### Program 2: Financial Reporting and Monitoring

**Description:** Prepares revenue estimates and financial analyses. Maintains records and prepares reports on the financial position of each fund and project. Monitors expenditures. Prepares the City's annual report. Reconciles property tax revenue.

**Goal:** To strengthen City government by providing financial information to stakeholders and to be responsible financial stewards through the monitoring of certain revenues and expenditures and through the reporting of the City's financial information.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,157,510	683,030	1,192,980	509,950	1,224,040
Employee Benefits	487,560	310,900	527,850	216,950	557,180
Other Expenses	501,490	200,860	419,540	218,680	433,310
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,146,560</b>	<b>1,194,790</b>	<b>2,140,370</b>	<b>945,580</b>	<b>2,214,530</b>
Internal Service Funds	8,650	0	0	0	0
<b>Total</b>	<b>2,155,210</b>	<b>1,194,790</b>	<b>2,140,370</b>	<b>945,580</b>	<b>2,214,530</b>
Capital Projects	236,400	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	750	0	0	0	0
Total Full-time Equivalent Positions	19.29	18.15	18.01	(0.14)	18.01

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,099,460	1.86	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The FTE increase is due to the additional FTE necessary to assist with the Fiscal Year change.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(85,830)	(1.00)	(74,280)	(1.00)	General Fund	This will eliminate one vacant Senior Accountant position that was added to assist with the preparation for the City's fiscal year change.
(65,270)	(1.00)	(66,470)	(1.00)	General Fund	This represents the elimination of a Clerk 3 position.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(2,810)	0.00	(9,350)	0.00	General Fund	This represents employee benefits savings.



## Performance Measures

### Performance Objective

To annually receive an Unqualified (Clean) Audit Opinion for the Comprehensive Annual Financial Review.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Unqualified (Clean) Audit Opinion for the Comprehensive Annual Financial Review (CAFR).	Yes/No	Yes	Yes	Yes

## Departmental Budgets

### Finance



### Program 3: Payroll Preparation

**Description:** Processes biweekly payroll for approximately 6,500 employees, interprets and implements government regulations, and reconciles all employee deductions and tax deposits.

**Goal:** To provide professional accounting support to agencies to allow for timely processing of payroll.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	136,930	56,600	115,950	59,340	118,460
Employee Benefits	51,030	21,300	45,090	23,790	48,450
Other Expenses	6,630	2,760	6,900	4,140	7,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>194,590</b>	<b>80,660</b>	<b>167,940</b>	<b>87,270</b>	<b>174,060</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>194,590</b>	<b>80,660</b>	<b>167,940</b>	<b>87,270</b>	<b>174,060</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
87,320	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### Performance Measures

#### Performance Objective

To issue all payroll checks on the established pay dates.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of payroll checks issued on established pay dates.	Percentage	100.00	100.00	100.00



## Program 4: Debt Management

**Description:** Manages general obligation debt repayment.

**Goal:** To maintain all records related to bonds and notes issued by the City of Cincinnati.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	158,490	80,810	167,580	86,770	192,620
Employee Benefits	79,200	43,780	88,060	44,280	104,790
Other Expenses	1,690,610	872,900	2,361,100	1,488,210	2,312,830
Properties	0	0	0	0	0
Debt Service	93,000,500	30,000,250	110,500,000	80,499,750	90,000,000
<b>Operating Total</b>	<b>94,928,800</b>	<b>30,997,740</b>	<b>113,116,740</b>	<b>82,119,010</b>	<b>92,610,240</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>94,928,800</b>	<b>30,997,740</b>	<b>113,116,740</b>	<b>82,119,010</b>	<b>92,610,240</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	19,946,970	10,215,100	20,532,150	10,317,050	20,840,060
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00	3.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
65,309,790	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in fees and charges related to debt service.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
16,809,450	0.00	(3,740,090)	0.00	Bond Retirement	This represents additional debt issuance costs that are necessary due to the redemption of bond anticipation notes issued for the 2013 Fiscal Year.

## Performance Measures

### Performance Objective

To ensure that all debt service payments for City notes and bonds are paid on the date that the payment is due.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of debt service payments remitted on time.	Percentage	100.00	100.00	100.00

## Departmental Budgets

### Finance



#### Program 5: Treasury Operations

**Description:** Performs cash management and banking activities, manages the City's investment portfolio, issues business licenses/permits, collects admissions taxes and transient occupancy tax, and pursues delinquent account collection.

**Goal:** To ensure that City funds are appropriately receipted and deposited, to promptly reconcile City bank accounts, to manage investment portfolios in accordance with the City's Investment Policy Statement, to promptly pursue the collection of delinquent accounts, to issue licenses in accordance with the Cincinnati Municipal Code, and to ensure all licenses are renewed in a timely manner.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	569,070	279,640	487,530	207,890	523,720
Employee Benefits	275,440	134,470	234,510	100,040	261,210
Other Expenses	361,460	167,460	429,380	261,910	410,960
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,205,970</b>	<b>581,570</b>	<b>1,151,420</b>	<b>569,840</b>	<b>1,195,890</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,205,970</b>	<b>581,570</b>	<b>1,151,420</b>	<b>569,840</b>	<b>1,195,890</b>
Capital Projects	46,600	0	10,000	10,000	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	4,088,000	1,935,100	5,342,260	3,407,160	5,342,260
Total Full-time Equivalent Positions	10.00	10.00	9.00	(1.00)	9.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
576,540	(1.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease due to position vacancy savings. The FTE decrease is due to the elimination of a Cashier position that will no longer be needed after implementation of the parking lease and modernization agreement.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(28,590)	0.00	(29,250)	0.00	General Fund	This represents restoration of personnel and non-personnel resources for the Parking Facilities Fund that were eliminated in 2013 in preparation for the parking lease and modernization agreement.
127,170	1.00	128,970	1.00	Parking System Facilities	
(75,470)	(1.00)	(81,240)	(1.00)	General Fund	This represents the elimination of the Delinquent Accounts program, which may negatively impact revenue collection.

#### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(29,910)	0.00	0	0.00	General Fund	This represents position vacancy savings for an Accounting Technician 3 position for a portion of the year during FY 2014.



## Performance Measures

### Performance Objective

To earn a return equivalent to or exceeding the moving average return on two-year U.S. Treasury Notes (benchmark).

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Rate of return on invested City funds verses benchmark (BM) rate of return on U.S. Treasury Notes.	Yes/No	Yes	Yes	Yes

### Performance Objective

To increase the number of vendor payments made electronically.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of all payments made electronically.	Percentage	28.00	35.00	35.00

### Performance Objective

To obtain City agency approval to refer past due collections prior to 120 days past due.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of past due accounts referred between 120 and 130 days to the total number of past due accounts.	Percentage	75.00	75.00	75.00

### Performance Objective

To forward 98% of all renewal applications 30 days prior to license expiration.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of license applications mailed 30 days prior to license expiration.	Percentage	99.00	98.00	98.00

### Performance Objective

To ensure parking meter revenues are accurately counted and delivered by armored car contractor to bank within one business day from the date of collection.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of days deposits are delivered within one day relative to total number of business days.	Percentage	98.00	97.00	97.00

## Departmental Budgets

### Finance



#### Program 6: Risk Management

**Description:** Monitors the City's insurance program. Provides employee safety services to departments in field audits and training. Provides employee health services. Maintains current benefits and workers' compensation rates.

**Goal:** To maintain current levels of insurance protection, to continue the employee safety program, to provide medical management services to all injured City employees, to seek ways to improve employee health, and to manage workers compensation costs.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	131,730	135,950	138,060	2,110	142,630
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>131,730</b>	<b>135,950</b>	<b>138,060</b>	<b>2,110</b>	<b>142,630</b>
Internal Service Funds	1,910,190	1,026,210	1,872,210	845,990	1,892,380
<b>Total</b>	<b>2,041,920</b>	<b>1,162,160</b>	<b>2,010,270</b>	<b>848,100</b>	<b>2,035,010</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	700,000	650,000	1,300,000	650,000	0
Total Full-time Equivalent Positions	14.00	15.00	14.00	(1.00)	14.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,110	(1.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease due to the elimination of double-fill status for a Public Health Nurse 2 position and reductions in rent and subscriptions and memberships.

#### Performance Measures

##### Performance Objective

To effectively manage the City's Commercial Insurance Program by renewing insurance policies at the same or lower premiums.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of renewals where premium amount remained the same or was reduced.	Percentage	100.00	103.00	103.00

##### Performance Objective

To effectively manage the City's Workers Compensation Program.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Workers compensation rate per \$100 of payroll.	Dollar Amount	1.30	2.00	2.00



**Performance Objective**

To implement and maintain an incentive based employee health and wellness program.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of employees participating in health and wellness program (an intra-City partnership).	Percentage	57.00	59.00	61.00



## Departmental Budgets

### Finance



#### Program 7: Income Tax

**Description:** Provides taxpayer service and education, ensures taxpayer compliance with the City's tax code, pursues payment of past due tax liabilities, and processes income tax forms and payments.

**Goal:** To ensure taxpayer compliance through education and service excellence.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	2,218,370	1,031,440	1,941,600	910,160	1,946,300
Employee Benefits	964,350	472,810	922,420	449,610	958,480
Other Expenses	598,900	220,380	575,930	355,550	605,170
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,781,620</b>	<b>1,724,630</b>	<b>3,439,950</b>	<b>1,715,320</b>	<b>3,509,950</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,781,620</b>	<b>1,724,630</b>	<b>3,439,950</b>	<b>1,715,320</b>	<b>3,509,950</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	6,800	2,000	2,000	0	2,000
Program Revenue	0	0	246,933,850	246,933,850	251,902,880
Total Full-time Equivalent Positions	39.75	35.80	34.75	(1.05)	34.75

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,828,840	(0.05)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The decrease in FTE is related to a reduction in hours for a part-time position.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(85,830)	(1.00)	(89,910)	(1.00)	General Fund	This represents the elimination of a Senior Accountant position.

#### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(16,710)	0.00	(18,720)	0.00	General Fund	This represents a reduction in Enterprise Technology Services expenses.
(10,640)	0.00	(80,400)	0.00	General Fund	This represents partial year position vacancy savings in FY 2014 and full year position vacancy savings in FY 2015 for a vacant Accountant position.
0	0.00	(51,040)	0.00	General Fund	This represents savings from an Accountant position that will be left vacant for part of FY 2015.



## Performance Measures

### Performance Objective

To provide timely and effective customer service.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of incoming calls answered within 30 seconds.	Percentage	74.60	80.00	80.00
Percentage of customers who were satisfied or very satisfied with the Income Tax Division's services as indicated by the Customer Satisfaction Survey.	Percentage	80.70	80.00	80.00

## Departmental Budgets

### Finance



### Program 8: Procurement

**Description:** Performs procurement functions including competitive bids, reverse auctions, demolition bids, professional services proposals, procurement cards, citywide vendor registration, and record management for all City contracts.

**Goal:** To assist all City agencies in the procurement of products and services by using appropriate management techniques, best price policy implementation, and monitoring of purchases in accordance with City of Cincinnati Municipal Code and State statutes.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	590,700	291,440	625,460	334,030	632,890
Employee Benefits	244,480	140,590	305,400	164,810	317,900
Other Expenses	116,960	52,580	116,870	64,290	123,960
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>952,140</b>	<b>484,610</b>	<b>1,047,730</b>	<b>563,130</b>	<b>1,074,750</b>
Internal Service Funds	86,860	0	0	0	0
<b>Total</b>	<b>1,039,000</b>	<b>484,610</b>	<b>1,047,730</b>	<b>563,130</b>	<b>1,074,750</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	80,000	80,000	80,000
Total Full-time Equivalent Positions	11.01	11.00	11.00	0.00	11.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
563,190	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### Performance Measures

#### Performance Objective

To affect procedures related to the purchasing operation that promote the timely handling of all purchasing requisitions for supplies, services, and equipment and implement the SBE Task Force Recommendations.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of contracts awarded within 90 days from start of bid process.	Percentage	80.00	85.00	85.00



## Program 9: Printing and Stores

**Description:** Provides printing, mail, and store services to all City agencies.

**Goal:** To effectively manage the City's printing, mail, and stores operations.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	2,525,430	1,110,830	2,141,760	1,030,930	2,152,150
<b>Total</b>	<b>2,525,430</b>	<b>1,110,830</b>	<b>2,141,760</b>	<b>1,030,930</b>	<b>2,152,150</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,400,000	1,000,000	2,000,000	1,000,000	0
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00	6.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
0	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in postage and supplies costs.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(290,840)	0.00	(376,680)	0.00	Reproduction And Printing	This reflects a decrease in postage and supplies resources.

## Performance Measures

### Performance Objective

To provide high quality efficient supply ordering services to all City departments.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of office supply orders delivered within two business days of the purchase.	Percentage	98.00	97.00	97.00

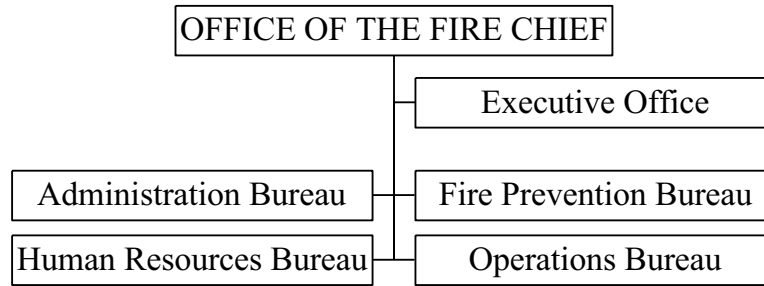


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## Fire

The mission of the Cincinnati Fire Department is to protect lives and property, and to minimize the suffering of its customers during emergencies. The Cincinnati Fire Department strives to quickly restore normalcy to its customers lives by responding to their needs in an expeditious manner.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	58,088,150	27,593,520	55,732,140	28,138,620	54,458,520
Employee Benefits	28,233,480	13,707,830	27,814,610	14,106,780	26,950,360
Other Expenses	7,931,260	4,191,970	8,727,950	4,535,980	8,975,710
Properties	97,990	45,810	142,190	96,390	146,900
Debt Service	79,630	14,320	77,770	63,450	76,040
<b>Operating Total</b>	<b>94,430,510</b>	<b>45,553,450</b>	<b>92,494,660</b>	<b>46,941,220</b>	<b>90,607,530</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>94,430,510</b>	<b>45,553,450</b>	<b>92,494,660</b>	<b>46,941,220</b>	<b>90,607,530</b>
Capital Projects	381,400	0	1,257,600	1,257,600	310,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	7,200,000	3,075,000	8,410,889	5,335,889	7,123,000
Total Full-time Equivalent Positions	846.00	826.00	753.00	(73.00)	753.00

## Departmental Budgets

### Fire



## Department Programs

1. Financial Management and Planning
2. Support Services
3. Prevention and Community Education
4. Human Resources
5. Response

## Program Summaries

### Program 1: Financial Management and Planning

**Description:** This program sustains departmental functions through prudent oversight of available funding and management of activities necessary to meet financial obligations. This program also pursues resources through grants administration.

**Goal:** To follow financial practices that support long-term goals and commit the Fire Department to fiscal responsibility.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	700,660	333,200	659,810	326,620	675,670
Employee Benefits	301,020	148,640	282,840	134,210	292,600
Other Expenses	45,260	24,270	45,080	20,810	46,580
Properties	19,150	9,880	20,070	10,190	20,730
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,066,090</b>	<b>515,990</b>	<b>1,007,800</b>	<b>491,830</b>	<b>1,035,580</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,066,090</b>	<b>515,990</b>	<b>1,007,800</b>	<b>491,830</b>	<b>1,035,580</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.00	9.00	9.00	0.00	9.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
495,210	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

## Performance Measures

### Performance Objective

To increase alternate funding sources for the Fire Department, allowing the department to do more without an increased reliance on the General Fund.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of grants applied for that do not require matching funds.	Percentage	75.00	80.00	80.00



## Program 2: Support Services

**Description:** This program utilizes technological advancements to ensure the highest level of safety and equipment for Fire Department employees.

**Goal:** To remain progressive in providing quality products and services to the Fire Department while adhering to sound budgetary practices.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,656,310	629,350	1,258,420	629,060	1,283,680
Employee Benefits	659,620	284,640	572,750	288,110	592,340
Other Expenses	473,590	275,500	451,990	176,490	500,510
Properties	31,640	25,930	72,650	46,730	75,060
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,821,160</b>	<b>1,215,420</b>	<b>2,355,810</b>	<b>1,140,390</b>	<b>2,451,590</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>2,821,160</b>	<b>1,215,420</b>	<b>2,355,810</b>	<b>1,140,390</b>	<b>2,451,590</b>
Capital Projects	107,800	0	100,000	100,000	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	521,110	521,110	0
Total Full-time Equivalent Positions	19.00	17.00	17.00	0.00	17.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,211,120	1.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase of 1.0 FTE related to the transfer of a Fire Captain position from the Prevention and Community Education program.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(67,000)	(1.00)	(68,250)	(1.00)	General Fund	This represents the elimination of a filled Truck Driver position.

## Performance Measures

### Performance Objective

Maintain an effective level of Emergency Medical Service (EMS) to the citizens of Cincinnati by arriving at the scene of service request quickly.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of Advanced Life Support (ALS) runs responded to within 8 minutes or less.	Percentage	92.00	90.00	90.00



## Departmental Budgets

### Fire



#### Performance Objective

Maintain an effective level of Emergency Medical Service (EMS) to the citizens of Cincinnati by quickly responding at the scene of service.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of Basic Life Support (BLS) runs responded to within five minutes or less.	Percentage	63.00	90.00	90.00



### Program 3: Prevention and Community Education

**Description:** This program provides fire prevention inspections and enforcement of the Fire Prevention Code. This program also provides fire education programs and safety information to the public.

**Goal:** To anticipate, prepare for and prevent future emergency events.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	2,508,060	932,670	1,682,190	749,520	1,702,260
Employee Benefits	1,038,900	419,840	799,220	379,390	803,960
Other Expenses	273,290	132,520	278,940	146,420	286,820
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,820,250</b>	<b>1,485,030</b>	<b>2,760,350</b>	<b>1,275,330</b>	<b>2,793,040</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,820,250</b>	<b>1,485,030</b>	<b>2,760,350</b>	<b>1,275,330</b>	<b>2,793,040</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	200,000	75,000	105,000	30,000	105,000
Total Full-time Equivalent Positions	26.00	23.00	21.00	(2.00)	21.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,349,750	(1.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease decrease of 1.0 FTE related to the transfer of a Fire Captain position to the Support Services program.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(65,150)	(1.00)	(66,410)	(1.00)	General Fund	This represents the elimination of a vacant Clerk Typist 3 position.

### Performance Measures

#### Performance Objective

Reduce the number of destructive fires in Cincinnati through education of the public and increased code enforcement.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of Fire Prevention Bureau structure inspection goals completed (goal is 92,000).	Percentage	95.00	100.00	100.00
Percentage of requests for the education of school children met (goal is 8,000 children).	Percentage	161.00	100.00	100.00

## Departmental Budgets

### Fire



#### Program 4: Human Resources

**Description:** This program ensures that the Fire Department institutionalizes its customer service philosophy into every level of the organization related to internal and external customers.

**Goal:** To build individual capacity, increase professionalism, and enhance personal skill sets by employing leadership development and team building.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,638,160	77,630	1,000,770	923,140	1,015,220
Employee Benefits	601,530	188,700	447,330	258,620	454,780
Other Expenses	999,860	121,140	397,090	275,950	405,600
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,239,550</b>	<b>387,470</b>	<b>1,845,190</b>	<b>1,457,710</b>	<b>1,875,600</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,239,550</b>	<b>387,470</b>	<b>1,845,190</b>	<b>1,457,710</b>	<b>1,875,600</b>
Capital Projects	121,500	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	16.00	13.00	13.00	0.00	13.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,474,260	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases and the addition of an Administrative Technician position, and is offset by a decrease that is primarily the result of the elimination of funding to double fill an Assistant Chief position and a decrease in non-personnel expenses, including computer peripherals and expert services.

#### Performance Measures

##### Performance Objective

Maintain a low employee injury rate.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in recordable injuries based upon National Fire Protection Association (NFPA) standards.	Percentage	(10.00)	(15.00)	(15.00)



### Program 5: Response

**Description:** This program is reactionary and provides effective fire response, emergency medical services (EMS), and other emergency response services such as hazardous materials response and specialized rescue services.

**Goal:** To minimize the loss of life and property due to emergency events.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	51,584,960	25,620,670	51,130,950	25,510,280	49,781,700
Employee Benefits	25,632,400	12,666,020	25,712,470	13,046,450	24,806,660
Other Expenses	6,139,260	3,638,540	7,554,850	3,916,310	7,736,200
Properties	47,200	10,000	49,470	39,470	51,110
Debt Service	79,630	14,320	77,770	63,450	76,040
<b>Operating Total</b>	<b>83,483,450</b>	<b>41,949,550</b>	<b>84,525,510</b>	<b>42,575,960</b>	<b>82,451,710</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>83,483,450</b>	<b>41,949,550</b>	<b>84,525,510</b>	<b>42,575,960</b>	<b>82,451,710</b>
Capital Projects	152,100	0	1,157,600	1,157,600	310,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	7,000,000	3,000,000	7,784,780	4,784,780	7,018,000
Total Full-time Equivalent Positions	775.00	764.00	693.00	(71.00)	693.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
45,012,590	40.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase in FTE represents the 40 member recruit class that was planned to commence in April 2013. This recruit class is fully reimbursed by the FY 2012 Staffing for Adequate Fire & Emergency Response (SAFER) Grant.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
129,570	0.00	112,110	0.00	General Fund	This increase provides resources for paramedic certification for members of the 2012 Recruit Class and the graduating paramedic certification class.
54,900	0.00	52,350	0.00	General Fund	This represents an increase in resources for longevity payment compensation.
(61,690)	(40.00)	(2,378,020)	(40.00)	General Fund	This represents the elimination of 40 probationary fire fighter positions in FY 2014 that are reimbursed by the Staffing for Adequate Fire and Emergency Response (SAFER) Grant until October 2014. This will significantly reduce sworn strength levels, and City-wide daily brownouts and/or firehouse closures will subsequently increase.
(2,958,410)	(31.00)	(2,953,200)	(31.00)	General Fund	This represents 31 fire fighter layoffs in FY 2014, which will significantly reduce sworn strength levels. Subsequently, City-wide daily brownouts and/or firehouse closures will increase.

## Departmental Budgets

### Fire



#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
0	(40.00)	0	(40.00)	General Fund	This represents the elimination of the 40 member recruit class planned to commence in April 2013. The FY 2012 Staffing for Adequate Fire & Emergency Response (SAFER) Grant would have fully reimbursed the expenses associated with this class, so there are no savings associated with this elimination.

#### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
80,000	0.00	0	0.00	General Fund	This increase provides resources for paramedic escrow for 24 fire fighters that will be completing the paramedic training course.
70,770	0.00	0	0.00	General Fund	This increase provides resources for lump sum payments for retirements that will occur due to the Deferred Retirement Option Program (DROP).
92,660	0.00	0	0.00	General Fund	This increase provides for Fleet Services charges for the Fire Department.
0	0.00	(347,850)	0.00	General Fund	This represents an adjustment to align lump sum payment resources with projected attrition during FY 2015.

## Performance Measures

### Performance Objective

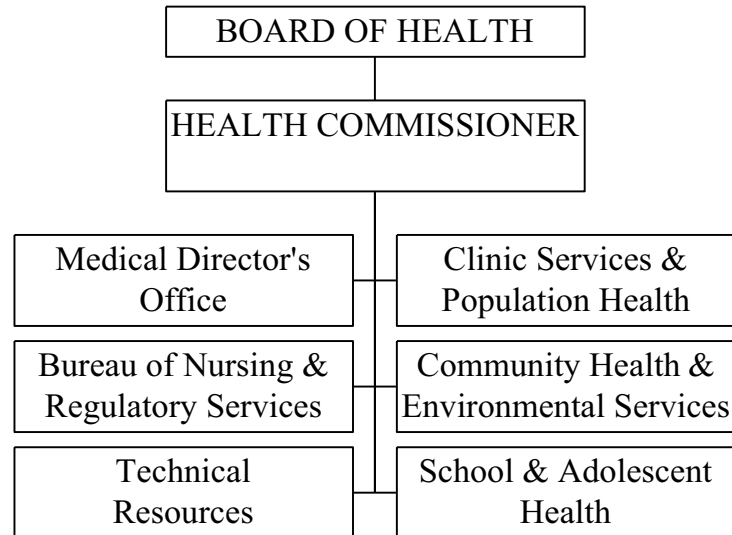
Maintain an effective level of fire protection to all citizens of Cincinnati by arriving at the scene of an emergency quickly.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of occurrences where fire response time is five minutes or less.	Percentage	71.00	90.00	90.00
Percentage of time 14 firefighters are on the scene of initial alarm in less than 9 minutes.	Percentage	76.00	90.00	90.00



## Health

To assist in achieving and sustaining peoples highest levels of health, and healthy communities throughout the City of Cincinnati. To provide public health services which promote health, well being and prevent disease and injury.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	22,943,040	11,221,650	21,567,030	10,345,380	22,250,190
Employee Benefits	9,894,390	5,134,160	9,756,530	4,622,360	10,425,200
Other Expenses	8,414,110	3,975,340	8,596,110	4,620,760	9,008,450
Properties	3,000	1,550	3,150	1,600	3,260
Debt Service	122,890	21,130	120,130	99,000	117,700
<b>Operating Total</b>	<b>41,377,430</b>	<b>20,353,830</b>	<b>40,042,950</b>	<b>19,689,100</b>	<b>41,804,800</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>41,377,430</b>	<b>20,353,830</b>	<b>40,042,950</b>	<b>19,689,100</b>	<b>41,804,800</b>
Capital Projects	350,300	100,000	291,900	191,900	309,000
Consolidated Plan Projects	595,000	255,000	510,000	255,000	510,000
Program Revenue	22,674,000	2,845,600	6,055,400	3,209,800	6,295,400
Total Full-time Equivalent Positions	422.65	410.61	396.59	(14.02)	396.59

## Departmental Budgets

### Health



## Department Programs

1. Health Administration
2. Health Centers
3. Community Health and Environmental Services
4. Maternal and Infant Health
5. School & Adolescent Health

## Program Summaries

### Program 1: Health Administration

**Description:** Provides professional, technical, and administrative support to the Board of Health and staff.

**Goal:** To assist the Board of Health and staff through providing professional, technical, and administrative support to manage operational and program needs.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	3,097,190	1,580,010	2,920,900	1,340,880	2,990,380
Employee Benefits	1,293,050	666,250	1,234,830	568,590	1,313,170
Other Expenses	1,317,230	611,390	1,181,980	570,600	1,254,840
Properties	3,000	1,550	3,150	1,600	3,260
Debt Service	122,890	21,130	120,130	99,000	117,700
<b>Operating Total</b>	<b>5,833,360</b>	<b>2,880,330</b>	<b>5,460,990</b>	<b>2,580,670</b>	<b>5,679,350</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>5,833,360</b>	<b>2,880,330</b>	<b>5,460,990</b>	<b>2,580,670</b>	<b>5,679,350</b>
Capital Projects	260,300	100,000	291,900	191,900	309,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,019,000	0	0	0	0
Total Full-time Equivalent Positions	51.65	52.30	49.75	(2.55)	49.75

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,965,620	(0.55)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in expert services expenses.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(383,330)	(2.00)	(392,840)	(2.00)	General Fund	The decrease is primarily the result of the elimination of two positions and an increase in position vacancy allowance in the Health Administration Program.



## Performance Measures

### Performance Objective

Provide timely and quality customer service in response to citizen complaints regarding Health Department Services.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customer service complaints responded to within 72 hours of receipt.	Percentage	N/A	N/A	N/A



## Departmental Budgets

### Health



### Program 2: Health Centers

**Description:** Elm Street, Cann, Millvale, Northside, Price Hill and Clement Health Centers provide safety net preventive and primary care services to all Cincinnatians who are uninsured or underinsured.

**Goal:** Provide safety net preventive and primary health care services to uninsured and underinsured Cincinnatians who otherwise do not have access to primary care services.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	9,992,790	4,685,080	9,211,000	4,525,920	9,518,840
Employee Benefits	4,124,000	2,087,780	4,144,920	2,057,140	4,422,700
Other Expenses	3,908,220	1,851,590	3,927,920	2,076,330	4,235,010
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>18,025,010</b>	<b>8,624,450</b>	<b>17,283,840</b>	<b>8,659,390</b>	<b>18,176,550</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>18,025,010</b>	<b>8,624,450</b>	<b>17,283,840</b>	<b>8,659,390</b>	<b>18,176,550</b>
Capital Projects	90,000	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	9,309,000	2,591,000	5,508,000	2,917,000	5,748,000
Total Full-time Equivalent Positions	159.50	149.33	149.01	(0.32)	149.01

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
9,232,090	1.68	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in expert services and employee benefits. The change in FTE will align the Department's budget to the current Table of Organization.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(573,390)	(2.00)	(521,230)	(2.00)	General Fund	This decrease eliminates two positions and increases position vacancy allowance in the Health Centers Program.

## Performance Measures

### Performance Objective

Provide safety net preventive and primary care services to all Cincinnatians who are uninsured or underinsured.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of patients rating Nurses and Medical Assistants as Friendly and Helpful at the good or excellent level on the Patient Satisfaction Survey.	Percentage	N/A	N/A	N/A



### Program 3: Community Health and Environmental Services

**Description:** This program operates the Health Promotion grant, the Immunization Action Plan grant, the lead inspection and abatement program and grants, the Public Employee Assistance Program (PEAP), the Environmental Health programs, and Vital Records.

**Goal:** To monitor and improve the environmental health of the city of Cincinnati.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	3,951,600	2,001,180	3,547,740	1,546,560	3,721,090
Employee Benefits	1,746,440	933,840	1,590,380	656,540	1,753,400
Other Expenses	1,932,220	808,690	1,762,450	953,760	1,782,650
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>7,630,260</b>	<b>3,743,710</b>	<b>6,900,570</b>	<b>3,156,860</b>	<b>7,257,140</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>7,630,260</b>	<b>3,743,710</b>	<b>6,900,570</b>	<b>3,156,860</b>	<b>7,257,140</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	595,000	255,000	510,000	255,000	510,000
Program Revenue	4,282,000	254,600	547,400	292,800	547,400
Total Full-time Equivalent Positions	90.00	89.48	79.48	(10.00)	79.48

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
3,922,140	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in employee benefits.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(763,260)	(10.00)	(781,410)	(10.00)	General Fund	This decrease eliminates ten positions and increases the position vacancy allowance in the Community Health/Nursing Program.

### Performance Measures

#### Performance Objective

To provide lead screening of children residing in high-risk neighborhoods or in housing containing lead based paint; provide nursing case management for children with elevated blood levels; and provide environmental assessment of their homes.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage increase in blood lead level screenings.	Percentage	N/A	N/A	N/A

## Departmental Budgets

### Health



#### Program 4: Maternal and Infant Health

**Description:** This program operates the Community Nursing program; the Women, Infants, and Children (WIC) grant, and the Reproductive Health grant.

**Goal:** To provide needed health care and other services to expectant mothers, infants, and pre-school children.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	3,540,430	1,698,390	3,253,820	1,555,420	3,334,250
Employee Benefits	1,652,290	827,780	1,532,670	704,890	1,619,390
Other Expenses	1,091,720	541,880	1,207,590	665,710	1,213,700
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>6,284,440</b>	<b>3,068,050</b>	<b>5,994,080</b>	<b>2,926,020</b>	<b>6,167,340</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>6,284,440</b>	<b>3,068,050</b>	<b>5,994,080</b>	<b>2,926,020</b>	<b>6,167,340</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	5,428,000	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>78.40</b>	<b>76.40</b>	<b>71.95</b>	<b>(4.45)</b>	<b>71.95</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
3,069,750	(2.45)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in medical services and temporary personal services expenses. The change in FTE will align the Department's budget to the current Table of Organization.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(146,440)	(2.00)	(148,480)	(2.00)	General Fund	This decrease eliminates two positions from the Maternal and Infant Health Program.



### Program 5: School & Adolescent Health

**Description:** School & Adolescent Health programs provide vision and hearing screenings, health assessments, medical referrals, immunizations, lead testing, and follow up for children who attend 43 targeted Cincinnati Public Schools.

**Goal:** Delivery of health services and health education, which directly contribute to a student's education, as well as the health of the family and community.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	2,361,030	1,256,990	2,633,580	1,376,590	2,685,620
Employee Benefits	1,078,610	618,520	1,253,730	635,210	1,316,530
Other Expenses	164,710	161,790	516,160	354,370	522,240
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,604,350</b>	<b>2,037,300</b>	<b>4,403,470</b>	<b>2,366,170</b>	<b>4,524,390</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,604,350</b>	<b>2,037,300</b>	<b>4,403,470</b>	<b>2,366,170</b>	<b>4,524,390</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,636,000	0	0	0	0
Total Full-time Equivalent Positions	43.10	43.10	46.40	3.30	46.40

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,506,130	5.30	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in expert services, temporary personnel services, and employee benefit expenses. The change in FTE will align the Department's budget to the current Table of Organization.

#### On-Going Significant Program Changes

FY 2014 Budget	FY 2014 FTE	FY 2015 Budget	FY 2015 FTE	Fund	Description
(140,360)	(2.00)	(144,760)	(2.00)	General Fund	This decrease eliminates two positions from the School/Adolescent Health.

### Performance Measures

#### Performance Objective

Provide vision and hearing screenings, health assessments, medical referrals, immunizations, lead testing, and follow up for children who attend 43 targeted Cincinnati Public Schools.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of referrals resolved or in process.	Percentage	N/A	N/A	N/A

## Departmental Budgets

### Health



#### Performance Objective

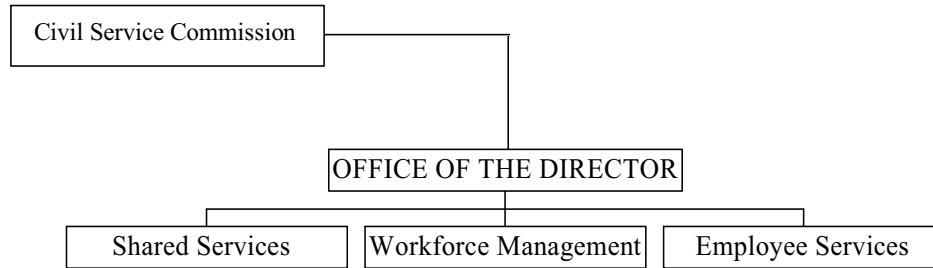
Provide immunizations for children who attend 43 targeted Cincinnati Public Schools.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of children receiving the recommended immunizations.	Percentage	N/A	N/A	N/A



## Human Resources

The mission of the Department of Human Resources is to provide excellent and timely human resources support and services and to provide a positive and diversified environment.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,450,020	697,190	1,392,610	695,410	1,381,560
Employee Benefits	537,970	269,000	566,570	297,580	568,360
Other Expenses	163,040	52,500	277,070	224,570	296,620
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,151,030</b>	<b>1,018,690</b>	<b>2,236,250</b>	<b>1,217,560</b>	<b>2,246,540</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>2,151,030</b>	<b>1,018,690</b>	<b>2,236,250</b>	<b>1,217,560</b>	<b>2,246,540</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	25.10	22.10	22.10	0.00	21.10

## Departmental Budgets

### Human Resources



## Department Programs

1. Workforce Management
2. Employee Services
3. Shared Services
4. Administration

## Program Summaries

### Program 1: Workforce Management

**Description:** Responsible for the Workforce Management function of the organization which includes: position management; classification and compensation; talent acquisition (recruitment, hiring and selection); classification and salary studies; and assessments.

**Goal:** To acquire and retain the right talent for the right positions with the right skill sets for today and tomorrow.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	756,420	278,220	470,770	192,540	485,200
Employee Benefits	305,170	112,610	209,430	96,820	220,690
Other Expenses	67,640	15,570	82,170	66,610	90,920
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,129,230</b>	<b>406,400</b>	<b>762,370</b>	<b>355,970</b>	<b>796,810</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,129,230</b>	<b>406,400</b>	<b>762,370</b>	<b>355,970</b>	<b>796,810</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>16.10</b>	<b>11.10</b>	<b>9.10</b>	<b>(2.00)</b>	<b>9.10</b>

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
379,980	(2.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease related to the reorganization of the Department. The reorganization includes a decrease of 2.0 FTE to this program.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(15,000)	0.00	(15,000)	0.00	General Fund	This represents the elimination of funding for temporary personnel.



**One-Time Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(5,000)	0.00	0	0.00	General Fund	This represents a decrease to printing expenses.
(3,000)	0.00	0	0.00	General Fund	This represents a decrease in testing related expenses.

**Performance Measures**

**Performance Objective**

Develop a process to streamline the examination process to decrease the backlog of requested examinations to be administered for Open to the Public and Promotional exams.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of exams that have been administered within 180 days of request.	Percentage	75.00	75.00	75.00

**Performance Objective**

Develop current classification specifications on-line with suggested feedback capabilities.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of classification specifications posted online.	Percentage	99.20	100.00	100.00



## Departmental Budgets

### Human Resources



### Program 2: Employee Services

**Description:** Responsible for Employee Services across the organization which includes: conflict resolution, legal compliance, talent management, labor negotiations, management, and administration, professional development, and organizational effectiveness.

**Goal:** To cultivate an effective workforce by providing on-going employee education; ensuring legal compliance; reengineering work processes; while fostering a culture of collaboration.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	443,500	185,610	416,050	230,440	433,380
Employee Benefits	142,800	60,510	150,370	89,860	160,670
Other Expenses	30,940	11,760	149,060	137,300	152,290
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>617,240</b>	<b>257,880</b>	<b>715,480</b>	<b>457,600</b>	<b>746,340</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>617,240</b>	<b>257,880</b>	<b>715,480</b>	<b>457,600</b>	<b>746,340</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	6.00	5.00	6.00	1.00	6.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
462,500	1.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase related to the reorganization of the Department and an increase in expert services that will be required for public safety contract negotiations. The reorganization includes an increase of 1.0 FTE to this program.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(4,000)	0.00	0	0.00	General Fund	This represents a decrease in printing expenses.

## Performance Measures

### Performance Objective

To create and foster a work environment that recognizes, appreciates, and values cultural inclusion

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of employees receiving training on cultural inclusionary practices	Percentage	N/A	50.00	80.00



### Program 3: Shared Services

**Description:** Responsible for policy design/management, IT strategic planning and management, website design/management, strategic partnerships, budget development/monitoring, HR analytics, marketing, public information requests, and compliance/auditing.

**Goal:** To develop strategic partnerships and maximize technology to create innovative solutions and enhance operational efficiency and effectiveness while ensuring system alignment across our agency.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	56,630	134,790	271,130	136,340	221,020
Employee Benefits	28,640	55,640	112,360	56,720	86,780
Other Expenses	4,580	2,560	5,150	2,590	6,350
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>89,850</b>	<b>192,990</b>	<b>388,640</b>	<b>195,650</b>	<b>314,150</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>89,850</b>	<b>192,990</b>	<b>388,640</b>	<b>195,650</b>	<b>314,150</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	1.00	4.00	4.00	0.00	3.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
197,330	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
0	0.00	(95,180)	(1.00)	General Fund	This represents the elimination of a Senior Computer Programmer Analyst in FY 2015.

#### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(1,000)	0.00	0	0.00	General Fund	This represents a decrease in office supply expenses.

## Departmental Budgets

### Human Resources



### Performance Measures

#### Performance Objective

Identify source/cause of reporting errors in the Cincinnati Human Resource Information System and inform agencies of correct policies and procedures.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage decrease in number of CHRIS reporting errors.	Percentage	85.50	50.00	50.00



#### Program 4: Administration

**Description:** Oversight responsibility for the strategic direction of the Human Resources Department to include serving as the Secretary, Chief-Examiner.

**Goal:** To lead the Human Resources Department in setting the strategic direction to address current and future program goals.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	193,480	98,570	234,660	136,090	241,960
Employee Benefits	61,370	40,240	94,410	54,170	100,230
Other Expenses	59,880	22,620	40,690	18,070	47,060
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>314,730</b>	<b>161,430</b>	<b>369,760</b>	<b>208,330</b>	<b>389,250</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>314,730</b>	<b>161,430</b>	<b>369,760</b>	<b>208,330</b>	<b>389,250</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>1.00</b>	<b>3.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
213,780	1.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The reorganization of the Department includes an increase of 1.0 FTE to this program.

#### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(4,000)	0.00	0	0.00	General Fund	This represents a decrease in printing related expenses.
(1,000)	0.00	0	0.00	General Fund	This represents a decrease in advertising related expenses.

#### Performance Measures

##### Performance Objective

To ensure system alignment through the development of an HR Strategic Plan

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of Strategic Plan developed	Percentage	N/A	100.00	100.00

## Departmental Budgets

### Human Resources



#### Performance Objective

To build a leadership development framework

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of Leadership Framework Developed	Percentage	N/A	50.00	75.00

#### Performance Objective

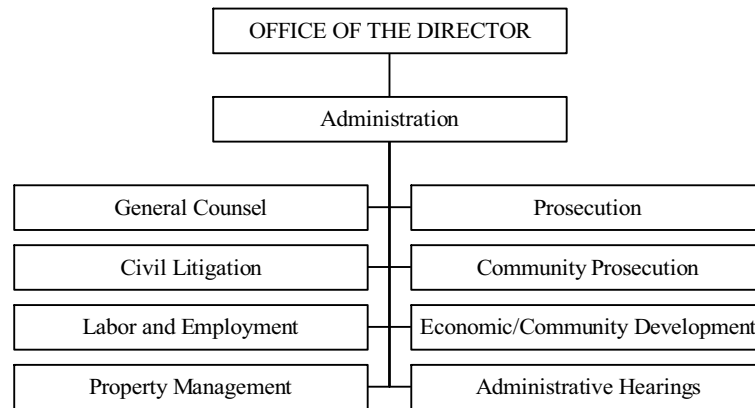
To develop and implement Phase II of the Charge for Change initiative

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of Charge for Change II Developed and Implemented	Percentage	N/A	50.00	100.00



## Law

The mission of the Law Department is to provide the highest quality legal services to all City of Cincinnati departments and officials in service of the citizens of Cincinnati, to do justice for the community, and to protect and defend the Charter and the Municipal Code. This mission is carried out by prosecuting criminal misdemeanors and implementing innovative crime prevention measures, representing the City in all forms of civil litigation, providing legal advice for the City's administrative and legislative activities, conducting administrative hearings for a wide range of civil offenses, managing the City's real estate holdings, and drafting contracts for all of the City's operations and economic development activities.



## Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	3,813,670	1,903,130	3,788,760	1,885,630	3,850,620
Employee Benefits	1,651,030	896,590	1,508,740	612,150	1,578,710
Other Expenses	542,870	523,080	704,400	181,320	660,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>6,007,570</b>	<b>3,322,800</b>	<b>6,001,900</b>	<b>2,679,100</b>	<b>6,090,270</b>
Internal Service Funds	392,290	201,960	414,450	212,490	426,020
<b>Total</b>	<b>6,399,860</b>	<b>3,524,760</b>	<b>6,416,350</b>	<b>2,891,590</b>	<b>6,516,290</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,125,000	331,520	1,582,500	1,250,980	1,150,000
Total Full-time Equivalent Positions	69.20	69.20	64.20	(5.00)	64.20



### Department Programs

1. Administration
2. Civil Litigation
3. Administrative Hearings
4. Community Prosecution
5. Economic and Community Development
6. General Counsel
7. Labor and Employment
8. Prosecution
9. Property Management and Real Estate

### Program Summaries

#### Program 1: Administration

**Description:** The Administration and Support Services Division provides all non-attorney support to the department including clerical, personnel, claims, assessment, and budget matters.

**Goal:** Enhance communications with neighborhoods and City departments by publishing annual newsletter that reports on Law's previous year's accomplishments in efforts to assist in building stronger communities.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	399,740	202,330	401,960	199,630	414,220
Employee Benefits	115,850	63,230	128,070	64,840	137,750
Other Expenses	16,930	8,740	16,660	7,920	17,260
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>532,520</b>	<b>274,300</b>	<b>546,690</b>	<b>272,390</b>	<b>569,230</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>532,520</b>	<b>274,300</b>	<b>546,690</b>	<b>272,390</b>	<b>569,230</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>	<b>4.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
273,790	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.



## Program 2: Civil Litigation

**Description:** The Civil Litigation Section represents the City in civil litigation in Federal and State Courts, defends against and prosecutes claims on behalf of the City, and investigates and processes claims related to damages to property filed by citizens.

**Goal:** To improve the delivery of service to citizens, conserve City expenditures, and increase City revenues by competently and expeditiously reviewing and processing all claims against the City and collecting all debts due the City.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	708,690	351,520	658,590	307,070	668,860
Employee Benefits	337,120	182,460	284,820	102,360	295,410
Other Expenses	180,950	299,430	253,340	(46,090)	194,640
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,226,760</b>	<b>833,410</b>	<b>1,196,750</b>	<b>363,340</b>	<b>1,158,910</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,226,760</b>	<b>833,410</b>	<b>1,196,750</b>	<b>363,340</b>	<b>1,158,910</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	542,500	542,500	650,000
Total Full-time Equivalent Positions	12.20	14.20	12.20	(2.00)	12.20

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
536,440	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(55,680)	(1.00)	(58,470)	(1.00)	General Fund	This decrease represents the elimination of the Claims program within the Law Department and the related Claims position. Individuals who believe they have claims would have the option to sue the City in state court.
(115,660)	(1.00)	(121,230)	(1.00)	General Fund	This represents the elimination of a Chronic Nuisance Attorney position which assists with and coordinates the enforcement of chronic nuisance premises.

## Performance Measures

### Performance Objective

To efficiently and fairly resolve citizens' claims within 90 days of receipt of the claim.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of all claims resolved within 90 days of receipt.	Percentage	85.00	85.00	85.00



## Departmental Budgets

### Law



### Program 3: Administrative Hearings

**Description:** To ensure that municipal civil code violations are effectively enforced by conducting fair and impartial administrative hearings based on the Notices of Civil Offense issued by City departments.

**Goal:** Address neighborhood blight issues by increasing compliance of civil code and environmental regulations through the use of administrative hearings, thereby providing due process for those charged with civil violations.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	261,530	129,330	261,690	132,360	265,210
Employee Benefits	97,950	53,060	121,790	68,730	124,480
Other Expenses	47,870	24,120	50,180	26,060	51,870
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>407,350</b>	<b>206,510</b>	<b>433,660</b>	<b>227,150</b>	<b>441,560</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>407,350</b>	<b>206,510</b>	<b>433,660</b>	<b>227,150</b>	<b>441,560</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	600,000	90,000	500,000	410,000	500,000
Total Full-time Equivalent Positions	5.00	5.00	5.00	0.00	5.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
227,090	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### Performance Measures

#### Performance Objective

Process civil code and environmental violations within 90 days of receipt of the violation.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of all civil code and environmental violations resolved within 90 days of receipt.	Percentage	80.00	80.00	80.00



## Program 4: Community Prosecution

**Description:** Coordinates issues among City departments actively involved in addressing safety and quality of life issues critical to the stability of the community.

**Goal:** Assure decent, safe and sanitary housing by aggressively prosecuting negligent property owners for building code, safety, and health violations that negatively impact neighborhoods; assist in training community groups to address blighted communities.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	186,440	93,160	132,070	38,910	133,000
Employee Benefits	85,550	47,000	60,440	13,440	60,870
Other Expenses	8,430	4,350	8,740	4,390	9,050
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>280,420</b>	<b>144,510</b>	<b>201,250</b>	<b>56,740</b>	<b>202,920</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>280,420</b>	<b>144,510</b>	<b>201,250</b>	<b>56,740</b>	<b>202,920</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	1.00	0.00	(1.00)	0.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
140,830	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(83,860)	(1.00)	(85,740)	(1.00)	General Fund	This decrease will eliminate the Community Prosecution program and the related Senior Assistant City Solicitor position. Community Prosecution handles criminal prosecution of housing, building, fire and health code violations as well as liquor permit cases.

## Performance Measures

### Performance Objective

Process all court filings for blight and building code violations in a timely manner and aggressively prosecute building, health and fire code violations in Housing Court; and aggressively defend contested public nuisance appeals and equity actions.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of criminal review filings completed by Law within 24 hours after notification by the inspectors from Community Development, Fire and Health.	Percentage	90.00	80.00	80.00

## Departmental Budgets

### Law



### Program 5: Economic and Community Development

**Description:** Provide City agencies with legal advice and consultation related to publicly assisted economic development activities and provide legal services for the acquisition and disposition of City-owned real estate.

**Goal:** Support community initiatives by providing timely legal advice, opinions, and contracts to the Economic Development and Community Development departments. Provide experienced staff to the City Planning and Zoning Board of Appeals.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	352,130	176,350	528,230	351,880	538,430
Employee Benefits	171,390	94,430	167,340	72,910	179,740
Other Expenses	61,520	31,740	63,980	32,250	66,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>585,040</b>	<b>302,520</b>	<b>759,550</b>	<b>457,040</b>	<b>784,320</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>585,040</b>	<b>302,520</b>	<b>759,550</b>	<b>457,040</b>	<b>784,320</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	7.00	8.00	1.00	8.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
318,440	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
138,570	1.00	144,390	1.00	General Fund	This represents the addition of an Economic Development Attorney position.

## Performance Measures

### Performance Objective

Complete Request for Legal Services from Community Development, Economic Development, and Transportation & Engineering by due date to timely assist the departments with development initiatives for neighborhoods.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of all requests for legal services, from stated departments, completed by the promised due date.	Percentage	70.00	70.00	70.00



## Program 6: General Counsel

**Description:** Provide legal advice, opinions, and legislation to the City Administration, to all departments under the City Manager, and to City Boards and Commissions. This section also provides legal services to City Council, including committee staff coverage.

**Goal:** Provide timely legal advice and legislation to Council and all City departments; ensure all City agencies receive training regarding City's legal responsibility and liability; explain role of Solicitor's Office to citizens and City agencies.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	457,150	226,880	335,700	108,810	338,000
Employee Benefits	230,310	126,220	140,690	14,470	145,430
Other Expenses	50,730	63,670	127,570	63,910	131,850
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>738,190</b>	<b>416,770</b>	<b>603,960</b>	<b>187,190</b>	<b>615,280</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>738,190</b>	<b>416,770</b>	<b>603,960</b>	<b>187,190</b>	<b>615,280</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.00	7.00	5.00	(2.00)	5.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
436,620	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(248,680)	(2.00)	(260,850)	(2.00)	General Fund	This represents the elimination of two General Counsel Attorney positions which assist in legal work involving ordinances, resolutions, opinions, etc. to all departments and Council.

## Performance Measures

### Performance Objective

Conduct five training sessions: including one session on Council Rules/parliamentary procedure with Law, Council and Clerk of Council; two presentations to Citizens' Government Academy or similar agencies to inform about the role of Solicitor's Office.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of five yearly presentations and training sessions conducted for City agencies and citizens groups regarding the functions and role of the Solicitor's Office and other legal topics.	Percentage	80.00	80.00	80.00

## Departmental Budgets

### Law



### Program 7: Labor and Employment

**Description:** Represent all City departments on charges filed before the Equal Opportunity Commission and the Ohio Civil Rights Commission, and provide legal staffing for the Civil Service Commission and the City's collective bargaining team.

**Goal:** Effectively represent all City departments on charges filed before the Equal Employment Opportunity Commission (EEOC) and the Ohio Civil Rights Commission (OCRC).

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	259,220	130,090	275,580	145,490	278,940
Employee Benefits	103,050	56,150	108,690	52,540	114,360
Other Expenses	67,280	34,720	70,000	35,280	72,360
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>429,550</b>	<b>220,960</b>	<b>454,270</b>	<b>233,310</b>	<b>465,660</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>429,550</b>	<b>220,960</b>	<b>454,270</b>	<b>233,310</b>	<b>465,660</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	3.00	4.00	4.00	0.00	4.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
234,400	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### Performance Measures

#### Performance Objective

Enhance the awareness of employees regarding EEOC and OCRC rules, regulations and procedures in the departments or agencies experiencing the highest incidents of EEOC or OCRC filings.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 5 yearly training sessions conducted for City agencies and departments on best employment practices, including employee rights and employee obligations.	Percentage	20.00	20.00	20.00



## Program 8: Prosecution

**Description:** Prosecuting misdemeanors, including all traffic and criminal cases brought before the Municipal Court for violation of criminal offenses occurring within the City.

**Goal:** Ensure safe neighborhoods by effectively prosecuting misdemeanor cases and facilitate positive communication between communities and Police by providing training to Police Department and advising community councils on Police training programs.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,167,610	581,640	1,147,830	566,200	1,164,680
Employee Benefits	468,810	252,380	479,610	227,230	501,230
Other Expenses	106,080	54,740	110,670	55,930	114,390
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,742,500</b>	<b>888,760</b>	<b>1,738,110</b>	<b>849,360</b>	<b>1,780,300</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,742,500</b>	<b>888,760</b>	<b>1,738,110</b>	<b>849,360</b>	<b>1,780,300</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	19.00	21.00	20.00	(1.00)	20.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
937,310	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(86,950)	(1.00)	(89,710)	(1.00)	General Fund	This represents the elimination of a Prosecution Attorney position. In addition, a second Prosecuting Attorney position will be reassigned to serve as the Domestic Violence Advocate and provide other legal services. This will effectively reduce the number of prosecutors by two.

## Performance Measures

### Performance Objective

Enhance Police staff awareness of targeted crime reduction strategies.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of 30 yearly training sessions conducted for Police and community groups in target crime reductions areas.	Percentage	100.00	100.00	100.00

## Departmental Budgets

### Law



### Program 9: Property Management and Real Estate

**Description:** Manage, lease and sell all City owned or leased real property. In addition, appraise, negotiate and acquire all real property needed by the City.

**Goal:** Maintain the inventory of all City owned property.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	21,150	11,820	47,100	35,280	49,270
Employee Benefits	41,000	21,670	17,290	(4,380)	19,440
Other Expenses	3,090	1,600	3,270	1,680	3,380
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>65,240</b>	<b>35,090</b>	<b>67,660</b>	<b>32,580</b>	<b>72,090</b>
Internal Service Funds	392,290	201,960	414,450	212,490	426,020
<b>Total</b>	<b>457,530</b>	<b>237,050</b>	<b>482,110</b>	<b>245,070</b>	<b>498,110</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	525,000	241,520	540,000	298,480	0
Total Full-time Equivalent Positions	6.00	6.00	6.00	0.00	6.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
32,580	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### Performance Measures

#### Performance Objective

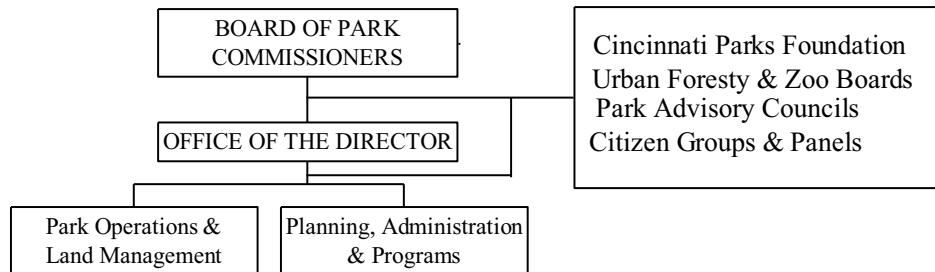
Continually focus on transfer opportunities of City-owned property to outside interests for development or redevelopment.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Number of ordinances related to property transfers submitted for City Council approval.	Whole Number	26.00	10.00	10.00



## Parks

The mission of the Parks Department is to conserve, manage, sustain, and enhance Parks' natural and cultural resources and public greenspaces for the enjoyment, enlightenment, and enrichment of the Cincinnati community.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	6,417,720	3,423,890	6,715,560	3,291,670	6,855,010
Employee Benefits	3,196,040	1,502,800	3,014,130	1,511,330	3,168,900
Other Expenses	5,080,700	2,501,170	4,940,100	2,438,930	5,026,180
Properties	0	0	30,000	30,000	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>14,694,460</b>	<b>7,427,860</b>	<b>14,699,790</b>	<b>7,271,930</b>	<b>15,050,090</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>14,694,460</b>	<b>7,427,860</b>	<b>14,699,790</b>	<b>7,271,930</b>	<b>15,050,090</b>
Capital Projects	4,674,000	6,000,000	1,638,100	(4,361,900)	2,792,700
Consolidated Plan Projects	85,000	42,500	85,000	42,500	85,000
Program Revenue	3,603,900	2,220,475	1,856,105	(364,370)	1,879,860
Total Full-time Equivalent Positions	186.23	194.23	186.20	(8.03)	186.20



## Departmental Budgets

### Parks



## Department Programs

1. Director's Office
2. Operations & Facility Management
3. Urban Forestry
4. Planning & Design
5. Financial & Business Services
6. Krohn Conservatory
7. Explore Nature
8. Facility Maintenance
9. Customer Service

## Program Summaries

### Program 1: Director's Office

**Description:** The Director's Office manages the entire department according to the Park Board's annual Business Plan approved by the Board of Park Commissioners.

**Goal:** To manage and direct all departmental functions of the City's park system and serve as secretary to the Cincinnati Board of Park Commissioners.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	158,170	83,670	166,160	82,480	171,020
Employee Benefits	66,750	32,120	66,220	34,100	71,210
Other Expenses	660	170	650	480	680
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>225,580</b>	<b>115,960</b>	<b>233,030</b>	<b>117,060</b>	<b>242,910</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>225,580</b>	<b>115,960</b>	<b>233,030</b>	<b>117,060</b>	<b>242,910</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
116,970	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.



## Performance Measures

### Performance Objective

Prepare an annual business plan that establishes performance targets that are reported quarterly.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of business plan performance targets met annually.	Percentage	100.00	90.00	90.00

## Departmental Budgets

### Parks



### Program 2: Operations & Facility Management

**Description:** This program provides the ongoing maintenance of the park system, which includes mowing, trimming, weeding, planting, watering, litter control and pruning according to the Park Board's maintenance standard guidelines.

**Goal:** To manage the City's park system within the resources allocated according to the Park Board's established maintenance schedules.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	4,064,380	2,276,780	4,381,810	2,105,030	4,457,950
Employee Benefits	2,013,360	1,033,340	2,048,880	1,015,540	2,134,980
Other Expenses	2,876,940	1,155,290	2,703,130	1,547,840	2,755,620
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>8,954,680</b>	<b>4,465,410</b>	<b>9,133,820</b>	<b>4,668,410</b>	<b>9,348,550</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>8,954,680</b>	<b>4,465,410</b>	<b>9,133,820</b>	<b>4,668,410</b>	<b>9,348,550</b>
Capital Projects	4,674,000	6,000,000	1,638,100	(4,361,900)	2,792,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	737,900	377,090	761,610	384,520	762,000
Total Full-time Equivalent Positions	122.58	129.58	121.55	(8.03)	121.55

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
5,123,750	(1.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The decrease in FTE is related to the targets calculated FTE based on the 2012 full year amounts when the Service Area Coordinator position was included in the budget, it shows the overall department being 1.0 FTE short of their continuation budget target FTE.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(28,850)	0.00	(28,850)	0.00	Street Const Maint & Repair	This reduction eliminates the greenspace support for the Paddock Road/State Route 562 interchange.
(76,120)	0.00	(34,790)	0.00	General Fund	This aligns personnel reimbursements to the General Fund with historical reimbursement levels.
(157,240)	(5.03)	(157,420)	(5.03)	General Fund	This represents a proportionate reduction to part-time seasonal staff for the Operations Mobile Crew that maintains park properties throughout the East, West, and Central regions and for both Washington Park and Smale Riverfront Park.
(67,500)	(2.00)	(67,500)	(2.00)	Street Const Maint & Repair	This represents the elimination of flower pot and greenspace maintenance within the Central Business District and the Neighborhood Business Districts due to limited resources.
(14,380)	0.00	(14,380)	0.00	General Fund	This represents additional personnel reimbursements to the General Fund from the Income Tax-Infrastructure Fund, which brings reimbursement levels from this source back to historical levels.
14,380	0.00	14,380	0.00	Income Tax-Infrastructure	



### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(34,180)	0.00	(35,100)	0.00	General Fund	This aligns the resources for fleet maintenance and fuel with the estimated needs for FY 2014 and FY 2015.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(389,560)	0.00	(389,560)	0.00	General Fund	This represents reimbursement of half of all full-time positions related to the waterfront parks from the Sawyer Point Fund. The reimbursement costs in the Sawyer Point Fund are offset with realigning non-personnel resources with historical expenditure levels.
298,150	0.00	278,550	0.00	Sawyer Point	

## Performance Measures

### Performance Objective

Meet the weekly maintenance schedules for litter collection, mowing, facility cleaning, playground inspections, trail maintenance, and floral bed maintenance.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of park maintenance according to weekly maintenance schedules.	Percentage	100.00	100.00	100.00

### Performance Objective

To offer a clean, safe, and well-maintained venue for special events and general enjoyment.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating facilities good to excellent.	Percentage	98.00	95.00	95.00
Percentage increase in Park attendance over previous year statistics.	Percentage	2.00	2.00	2.00

## Departmental Budgets

### Parks



### Program 3: Urban Forestry

**Description:** This program manages the City's Street Tree program. There are over 80,000 street trees between the curb and the sidewalk throughout the city. This program manages the annual assessment collected and spent to maintain these trees on a six-year cycle.

**Goal:** To build a healthy urban tree canopy in all Cincinnati neighborhoods.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	505,060	237,320	479,380	242,060	489,600
Employee Benefits	203,710	122,200	246,220	124,020	257,720
Other Expenses	1,059,620	737,710	1,032,900	295,190	1,035,820
Properties	0	0	30,000	30,000	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,768,390</b>	<b>1,097,230</b>	<b>1,788,500</b>	<b>691,270</b>	<b>1,783,140</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,768,390</b>	<b>1,097,230</b>	<b>1,788,500</b>	<b>691,270</b>	<b>1,783,140</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,800,000	1,290,000	0	(1,290,000)	0
Total Full-time Equivalent Positions	8.50	8.50	8.50	0.00	8.50

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
691,070	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to a one-time increase in contractual services for street tree management and for automotive equipment.

### Performance Measures

#### Performance Objective

Sustain and enhance the urban forest in an environmentally appropriate manner by maintaining 1/6 of City trees annually on a six-year cycle.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of City trees inspected and maintained each year.	Percentage	16.50	16.50	16.50



### Program 4: Planning & Design

**Description:** This program provides for ongoing capital improvements to all park infrastructure assets. It also is responsible for implementing the Park Board's overall Master Plan.

**Goal:** To provide for capital replacement, new park construction, and implementation of the Park Board's Master Plan through the management of capital construction and renovation contracts/projects at multiple Park Board sites.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	62,600	6,860	14,230	7,370	21,000
Employee Benefits	185,770	(11,440)	(8,420)	3,020	2,190
Other Expenses	1,650	25,720	1,740	(23,980)	1,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>250,020</b>	<b>21,140</b>	<b>7,550</b>	<b>(13,590)</b>	<b>24,990</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>250,020</b>	<b>21,140</b>	<b>7,550</b>	<b>(13,590)</b>	<b>24,990</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	85,000	42,500	85,000	42,500	85,000
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	8.50	6.50	6.50	0.00	6.50

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
(13,730)	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by the transfer of the Arts Grants Program to the Department of Recreation.

### Performance Measures

#### Performance Objective

Complete on a yearly basis at least 70 construction, renovation, or replacement projects.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of the 70 construction, renovation, or replacement projects goal completed.	Percentage	100.00	100.00	100.00

## Departmental Budgets

### Parks



### Program 5: Financial & Business Services

**Description:** This program provides for the financial and business oversight for the Park Board, which includes budgeting, finance, human resources, safety, training, procurement, technology, and oversight of the department's utilities, phones, and sewer charges.

**Goal:** To manage all financial and business services for the department.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	445,010	239,000	514,060	275,050	530,750
Employee Benefits	206,740	125,040	258,440	133,390	273,240
Other Expenses	649,840	319,960	670,090	350,130	689,660
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,301,590</b>	<b>684,000</b>	<b>1,442,590</b>	<b>758,570</b>	<b>1,493,650</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,301,590</b>	<b>684,000</b>	<b>1,442,590</b>	<b>758,570</b>	<b>1,493,650</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	54,500	137,000	82,500	177,000
Total Full-time Equivalent Positions	7.00	9.00	10.00	1.00	10.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
758,500	1.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to the transfer of two Administrative Technician positions from the Operations and Facility Management program and from the Krohn Conservatory program. These increases are offset by the elimination of an Administrative Specialist position.

### Performance Measures

#### Performance Objective

Administer in-house training programs related to safety, communication, and finances by providing at least 10 hours of yearly training to each employee.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of employees receiving at least 10 hours of training each year.	Percentage	100.00	100.00	100.00



### Program 6: Krohn Conservatory

**Description:** This program manages the ongoing operations of the Krohn Conservatory, which includes over 5,000 plants, and multiple events annually including six unique floral shows each year.

**Goal:** To provide a regional destination, which generates more than \$25 million a year to the region.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	575,090	283,380	528,550	245,170	538,720
Employee Benefits	189,380	94,870	186,750	91,870	197,660
Other Expenses	146,740	94,780	190,770	95,990	196,060
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>911,210</b>	<b>473,030</b>	<b>906,070</b>	<b>433,030</b>	<b>932,440</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>911,210</b>	<b>473,030</b>	<b>906,070</b>	<b>433,030</b>	<b>932,440</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	599,000	296,000	562,000	266,000	543,500
Total Full-time Equivalent Positions	15.50	15.50	14.50	(1.00)	14.50

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
433,160	(1.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease related to the transfer of an Administrative Technician program to the Financial and Business Services program.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(125,450)	0.00	(125,450)	0.00	General Fund	This represents the transfer of expenditures to the Krohn Conservatory Fund that will be made possible with the implementation of a \$0.50 per person admission increase for the Krohn Conservatory.
125,450	0.00	125,450	0.00	Krohn Conservatory	

### Performance Measures

#### Performance Objective

Sustain high customer satisfaction for the Krohn Conservatory.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Krohn Conservatory attendee rating of satisfied or very satisfied by 90% of customers surveyed.	Percentage	98.00	95.00	95.00



## Departmental Budgets

### Parks



### Program 7: Explore Nature

**Description:** This program provides more than 1,500 nature programs to the citizens of Cincinnati each year. The programs are a combination of free and paid and reach all social economic levels. The program also provides for enhanced awareness of nature.

**Goal:** To educate the public on the benefits of parks and greenspaces within our park system and to build awareness of those benefits.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	467,240	236,020	474,740	238,720	481,350
Employee Benefits	155,410	78,840	157,940	79,100	164,470
Other Expenses	33,280	17,680	38,760	21,080	40,060
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>655,930</b>	<b>332,540</b>	<b>671,440</b>	<b>338,900</b>	<b>685,880</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>655,930</b>	<b>332,540</b>	<b>671,440</b>	<b>338,900</b>	<b>685,880</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	15.15	15.15	15.15	0.00	15.15

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
338,910	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

## Performance Measures

### Performance Objective

Sustain high customer satisfaction for Nature Education Programs.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Nature Education participant rating of satisfied or very satisfied by 90% of customers surveyed.	Percentage	99.00	95.00	95.00



### Program 8: Facility Maintenance

**Description:** This program provides for reliable facilities and structures throughout the park system. This program performs over 1,300 preventive maintenance tasks each year, addresses emergency maintenance issues, and provides contractual oversight when needed.

**Goal:** To provide for reliable park structures, buildings, and playgrounds that are safe and enjoyable.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	36,270	8,360	47,090	38,730	50,700
Employee Benefits	119,930	6,720	14,530	7,820	20,550
Other Expenses	86,470	53,590	108,530	54,940	110,900
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>242,670</b>	<b>68,670</b>	<b>170,150</b>	<b>101,490</b>	<b>182,150</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>242,670</b>	<b>68,670</b>	<b>170,150</b>	<b>101,490</b>	<b>182,150</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	5.00	6.00	6.00	0.00	6.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
101,500	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in personnel costs due to increase reimbursements.

### Performance Measures

#### Performance Objective

Perform 1,300 maintenance tasks on a yearly basis to Park's infrastructure including buildings, trails, overlooks, playgrounds, sidewalks, and retaining walls.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of the 1,300 maintenance tasks goal completed.	Percentage	100.00	100.00	100.00

## Departmental Budgets

### Parks



### Program 9: Customer Service

**Description:** This program provides oversight of customer service requests and special permitting, manages the rental process of park sites including premier facilities, and provides staffing at park concerts and events.

**Goal:** To provide rock solid customer service, manage park concerts and events, and manage contracts and special permit requests.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	103,900	52,490	109,550	57,060	113,930
Employee Benefits	54,990	21,100	43,570	22,470	46,880
Other Expenses	225,500	96,280	193,540	97,260	195,590
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>384,390</b>	<b>169,870</b>	<b>346,660</b>	<b>176,790</b>	<b>356,400</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>384,390</b>	<b>169,870</b>	<b>346,660</b>	<b>176,790</b>	<b>356,400</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	467,000	202,890	395,500	192,610	397,360
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
176,800	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(174,980)	0.00	(183,770)	0.00	General Fund	This represents the elimination of costs to the General Fund through the use of reimbursements from the Park Lodge/Pavilion Deposits Fund 330 for which the General Fund resources generate revenue through the issuance of park permits, park rentals, etc.
174,980	0.00	183,770	0.00	Park Lodge/ Pavilion Deposits	

## Performance Measures

### Performance Objective

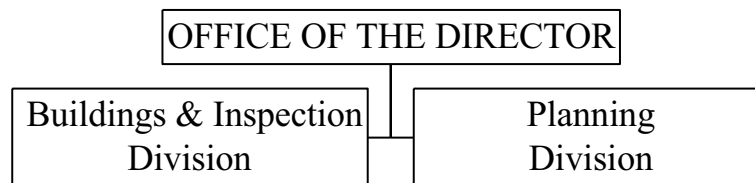
Provide timely and quality customer service in response to citizen requests for service, facility reservations, and special use permits.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of applications for reservations processed within 10 days of receipt.	Percentage	100.00	100.00	100.00
Percentage of service requests, complaints, and referrals responded to within five days of receipt.	Percentage	100.00	100.00	100.00
Percentage of reservation and permit application forms issued within 24 hours of request.	Percentage	100.00	100.00	100.00



## Planning and Buildings

The mission of the Department of Planning and Buildings is to utilize sound planning principles, ensure excellent customer service delivery, uphold the life and fire safety standards in our building stock, conserve the rich architectural history of Cincinnati, foster sustainable and environmentally sensitive developments and encourage participation from the communities in all aspects of development and economic development in the City.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	3,921,290	2,023,020	4,088,750	2,065,720	4,163,750
Employee Benefits	1,766,770	860,310	1,853,630	993,310	1,912,040
Other Expenses	495,100	284,600	512,020	227,410	532,160
Properties	0	0	0	0	0
Debt Service	73,150	13,160	71,440	58,290	69,850
<b>Operating Total</b>	<b>6,256,310</b>	<b>3,181,090</b>	<b>6,525,840</b>	<b>3,344,730</b>	<b>6,677,800</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>6,256,310</b>	<b>3,181,090</b>	<b>6,525,840</b>	<b>3,344,730</b>	<b>6,677,800</b>
Capital Projects	124,500	0	77,100	77,100	81,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	6,174,000	1,220,000	6,068,000	4,848,000	6,068,000
Total Full-time Equivalent Positions	69.00	71.00	71.00	0.00	71.00



### Department Programs

1. Land Use
2. Historic Conservation
3. City Planning Administration
4. Customer Services
5. Plan Examination
6. Building Construction Inspections
7. Elevator Inspection

### Program Summaries

#### Program 1: Land Use

**Description:** This program maintains efficient review for subdivisions, zone changes, text changes, planned developments, conditional uses, variance special exceptions, hillsides, design review districts, and the sale or lease of city owned property.

**Goal:** Ensure that all processes and procedures stated in the Zoning Code for zoning hearings are followed.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	336,270	179,470	307,270	127,800	349,600
Employee Benefits	170,690	85,250	170,590	85,350	176,570
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>506,960</b>	<b>264,720</b>	<b>477,860</b>	<b>213,150</b>	<b>526,170</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>506,960</b>	<b>264,720</b>	<b>477,860</b>	<b>213,150</b>	<b>526,170</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	52,000	0	40,000	40,000	40,000
Total Full-time Equivalent Positions	6.00	7.00	7.00	0.00	7.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
212,910	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a increase in reimbursements and position vacancy allowance.



## Performance Measures

### Performance Objective

Provide timely disposition of land use casework.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of zone change requests submitted to City Planning Commission in 90 days and percentage of casework completed in 60 days or less.	Percentage	90.00	90.00	90.00

## Departmental Budgets

### Planning and Buildings



#### Program 2: Historic Conservation

**Description:** This program maintains historic districts, provides environmental reviews of activities, particularly federally funded program reviews for historic properties, manages historic preservation federal tax credits, and conducts heritage & historic research.

**Goal:** Maintain effectiveness of Historic Preservation functions and the work of the Historic Preservation Board.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	164,580	78,830	199,660	120,830	186,140
Employee Benefits	77,580	27,310	79,410	52,100	67,110
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>242,160</b>	<b>106,140</b>	<b>279,070</b>	<b>172,930</b>	<b>253,250</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>242,160</b>	<b>106,140</b>	<b>279,070</b>	<b>172,930</b>	<b>253,250</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	15,000	0	0	0	0
Total Full-time Equivalent Positions	3.00	3.00	3.00	0.00	3.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
172,850	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to one-time support from HUD land use grant.

#### Performance Measures

##### Performance Objective

Conduct all historic preservation reviews in a timely manner.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of reviews for Certificates of Appropriateness processed in fifteen days or less.	Percentage	100.00	100.00	100.00



### Program 3: City Planning Administration

**Description:** This program includes all leadership and administrative staff for the City Planning Division of the department.

**Goal:** Ensure that all administrative needs of City Planning Division are met in a smooth and efficient manner.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	194,490	99,040	194,730	95,680	201,720
Employee Benefits	61,570	34,090	69,020	34,930	74,690
Other Expenses	76,790	44,990	77,990	33,000	81,230
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>332,850</b>	<b>178,120</b>	<b>341,740</b>	<b>163,610</b>	<b>357,640</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>332,850</b>	<b>178,120</b>	<b>341,740</b>	<b>163,610</b>	<b>357,640</b>
Capital Projects	84,500	0	77,100	77,100	81,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	7,000	0	0	0	0
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
171,700	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(5,220)	0.00	(5,220)	0.00	General Fund	This decrease reduces miscellaneous non personnel resources.

### Performance Measures

#### Performance Objective

Respond to all customer calls within one business day.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of customer calls responded to within one business day.	Percentage	95.00	95.00	95.00



## Departmental Budgets

### Planning and Buildings



#### Program 4: Customer Services

**Description:** This program manages permit issuance and customer service for the Permit Center.

**Goal:** To provide the highest level of customer service by providing a fully-trained team dedicated to serving the public.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	464,250	262,140	528,250	266,110	540,640
Employee Benefits	219,220	132,980	256,600	123,620	270,620
Other Expenses	37,410	21,310	36,220	14,920	37,530
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>720,880</b>	<b>416,430</b>	<b>821,070</b>	<b>404,650</b>	<b>848,790</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>720,880</b>	<b>416,430</b>	<b>821,070</b>	<b>404,650</b>	<b>848,790</b>
Capital Projects	40,000	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	1,435,000	1,435,000	1,435,000
Total Full-time Equivalent Positions	10.00	11.00	11.00	0.00	11.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
407,560	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a increase in position vacancy allowance.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(3,000)	0.00	(3,000)	0.00	General Fund	This decrease reduces miscellaneous non personnel resources.

## Performance Measures

### Performance Objective

Scan and route applications, plans, and specifications within two days of plan submittal.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of plans scanned and routed within two days of plan submittal.	Percentage	91.00	90.00	90.00

### Performance Objective

Meet targeted processing time of three days after final review approval of plans.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of plans completed within three days for final approval.	Percentage	44.00	75.00	75.00



### Program 5: Plan Examination

**Description:** This program reviews applications, plans, and specifications for residential and commercial buildings to ensure code compliance.

**Goal:** Enforce state-mandated building codes and standards in order to provide a safer community, encourage economic development, and provide excellent customer-oriented services.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	588,200	295,390	592,790	297,400	606,970
Employee Benefits	196,730	106,350	213,250	106,900	221,890
Other Expenses	18,550	10,830	22,620	11,800	23,460
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>803,480</b>	<b>412,570</b>	<b>828,660</b>	<b>416,100</b>	<b>852,320</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>803,480</b>	<b>412,570</b>	<b>828,660</b>	<b>416,100</b>	<b>852,320</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	960,000	0	0	0	0
Total Full-time Equivalent Positions	8.00	8.00	8.00	0.00	8.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
417,800	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in miscellaneous employee benefits.

### Performance Measures

#### Performance Objective

Complete commercial plan review in 12 days or less.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of plans reviewed within 12 days or less.	Percentage	74.00	70.00	70.00

#### Performance Objective

To maintain a maximum of fifteen working days for completion of all other projects not exceeding \$1,000,000 in valuation.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of plan reviews completed in fifteen working days or less.	Percentage	73.00	70.00	70.00

## Departmental Budgets

### Planning and Buildings



#### Performance Objective

Complete residential plan review in seven days or less.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of plan reviews completed in seven days or less.	Percentage	87.00	85.00	85.00

#### Performance Objective

Complete requests for zoning verification/rebuild letters within three business days.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of zoning requests completed in three business days or less.	Percentage	100.00	95.00	95.00



## Program 6: Building Construction Inspections

**Description:** This program performs all new construction inspections, including HVAC and mechanical.

**Goal:** To successfully manage the risks associated with the built environment by utilizing the best inspection practices, education, and investigative policing as controlling tools.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,476,940	780,300	1,323,070	542,770	1,313,800
Employee Benefits	783,480	350,840	658,700	307,860	673,800
Other Expenses	130,070	67,990	104,670	36,670	109,300
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,390,490</b>	<b>1,199,130</b>	<b>2,086,440</b>	<b>887,300</b>	<b>2,096,900</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>2,390,490</b>	<b>1,199,130</b>	<b>2,086,440</b>	<b>887,300</b>	<b>2,096,900</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,730,000	0	3,425,000	3,425,000	3,425,000
Total Full-time Equivalent Positions	29.00	30.00	23.00	(7.00)	23.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
891,750	(7.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease and transfer of the plumbing inspections operations to another program (the new Plumbing Inspection Program).

## Performance Measures

### Performance Objective

To assure compliance with the Cincinnati-Ohio Base Building Code for all structural and mechanical components of new buildings and existing commercial buildings by providing inspections within two working days of request.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of inspections completed in 2 working days.	Percentage	98.00	98.00	98.00

### Performance Objective

Up-to-date licensing and certification of staff

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Number of staff compliant with requirements	Whole Number	100.00	100.00	100.00

## Departmental Budgets

### Planning and Buildings



#### Performance Objective

Review various city and state licenses such as liquor, dance hall and parking lot licenses for compliance within 10 days, resulting in approval or orders issued.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage completed in time frame	Percentage	83.00	85.00	85.00

#### Performance Objective

Investigate complaints for work without permits, inferior construction, property encroachment and public safety concerns by next business day and provide resolution within 5 business days.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of complaints and requests investigated and resolved	Percentage	19.00	25.00	25.00

#### Performance Objective

To perform nine new construction inspections, per inspector, per day.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of inspectors performing nine new construction inspections per day.	Percentage	100.00	100.00	100.00

#### Performance Objective

To respond to all building, plumbing, and mechanical complaints within two business days.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of complaints responded to within two business days.	Percentage	56.00	65.00	65.00



## Program 7: Elevator Inspection

**Description:** This program provides for the inspection of all elevators, escalators, and other assorted equipment within the City of Cincinnati.

**Goal:** Protect the public safety as it relates to lifts, elevators, and escalators.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	399,250	174,920	350,330	175,410	353,440
Employee Benefits	172,680	82,270	165,730	83,460	173,740
Other Expenses	33,040	17,050	30,290	13,250	31,470
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>604,970</b>	<b>274,240</b>	<b>546,350</b>	<b>272,120</b>	<b>558,650</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>604,970</b>	<b>274,240</b>	<b>546,350</b>	<b>272,120</b>	<b>558,650</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	730,000	320,000	625,000	305,000	625,000
Total Full-time Equivalent Positions	7.00	6.00	6.00	0.00	6.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
276,500	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in miscellaneous non-personnel line items.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(2,800)	0.00	(2,800)	0.00	General Fund	This decrease reduces miscellaneous non personnel resources.

## Performance Measures

### Performance Objective

Perform plan exam functions and inspections for new installations, modernizations, and repairs of elevators, escalators, and other assorted equipment.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Perform plan exam functions for new installations, modernizations and repairs of elevators and escalators and other equipment within 7 days.	Percentage	100.00	100.00	100.00
Perform a minimum of 6 new elevators and escalators installations, modernizations and repairs inspections on days dedicated to new construction.	Percentage	N/A	90.00	90.00
Perform a certificate of inspections twice a year on all operating elevator and escalator equipment in the city.	Percentage	N/A	100.00	100.00

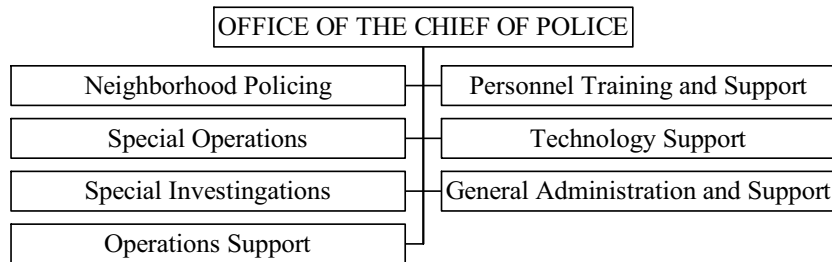


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## Police

The Cincinnati Police Department will develop personnel and manage resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	87,001,780	43,172,940	75,180,530	32,007,590	75,770,350
Employee Benefits	34,969,050	18,239,460	31,400,160	13,160,700	31,321,670
Other Expenses	13,518,650	7,260,130	13,373,460	6,113,330	13,003,040
Properties	219,980	6,530	0	(6,530)	0
Debt Service	163,890	148,570	73,720	(74,850)	72,080
<b>Operating Total</b>	<b>135,873,350</b>	<b>68,827,630</b>	<b>120,027,870</b>	<b>51,200,240</b>	<b>120,167,140</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>135,873,350</b>	<b>68,827,630</b>	<b>120,027,870</b>	<b>51,200,240</b>	<b>120,167,140</b>
Capital Projects	0	0	325,000	325,000	0
Consolidated Plan Projects	85,000	42,500	85,000	42,500	85,000
Program Revenue	2,877,000	500,000	2,906,622	2,406,622	3,431,858
Total Full-time Equivalent Positions	1,341.00	1,310.00	1,089.00	(221.00)	1,089.00





### Department Programs

1. Department of Emergency Communications
2. Neighborhood Policing
3. Special Operations
4. Special Investigations
5. Operations Support
6. Personnel Training and Support
7. Technology Support
8. General Administration and Support

### Program Summaries

#### Program 1: Department of Emergency Communications

**Description:** The Emergency Communications Center's responsibilities focus on public safety by directly supporting the mission of emergency responders, including law enforcement, fire, and emergency medical services.

**Goal:** The goal of the Emergency Communications Center is to enhance safety for residents, visitors, and businesses of Cincinnati and emergency response personnel through better utilization of resources via strategy implementation designed to prioritize, process, and disseminate information in a timely manner to appropriate units responsible for resolution of emergencies.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	6,636,830	3,420,270	0	(3,420,270)	0
Employee Benefits	2,847,210	1,651,330	0	(1,651,330)	0
Other Expenses	658,670	470,380	0	(470,380)	0
Properties	219,980	6,530	0	(6,530)	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>10,362,690</b>	<b>5,548,510</b>	<b>0</b>	<b>(5,548,510)</b>	<b>0</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>10,362,690</b>	<b>5,548,510</b>	<b>0</b>	<b>(5,548,510)</b>	<b>0</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,367,000	0	0	0	0
Total Full-time Equivalent Positions	133.00	133.00	0.00	(133.00)	0.00



## Program 2: Neighborhood Policing

**Description:** This program provides for the prevention, suppression, and investigation of crime through highly visible patrol activities and community partnerships in the Department's five Police Districts and the Central Business Section.

**Goal:** Make Cincinnati safer by utilizing resources and strategies to reduce violent crime and vice, traffic violations and congestion, and to apprehend fugitives.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	46,894,890	24,600,400	44,719,380	20,118,980	45,005,300
Employee Benefits	17,924,480	10,071,520	18,280,880	8,209,360	18,055,750
Other Expenses	12,194,740	6,442,800	12,502,640	6,059,850	12,102,100
Properties	0	0	0	0	0
Debt Service	163,890	148,570	73,720	(74,850)	72,080
<b>Operating Total</b>	<b>77,178,000</b>	<b>41,263,290</b>	<b>75,576,620</b>	<b>34,313,340</b>	<b>75,235,230</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>77,178,000</b>	<b>41,263,290</b>	<b>75,576,620</b>	<b>34,313,340</b>	<b>75,235,230</b>
Capital Projects	0	0	325,000	325,000	0
Consolidated Plan Projects	85,000	42,500	85,000	42,500	85,000
Program Revenue	50,000	10,000	878,820	868,820	1,404,060
<b>Total Full-time Equivalent Positions</b>	<b>655.00</b>	<b>696.00</b>	<b>603.00</b>	<b>(93.00)</b>	<b>603.00</b>

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
42,652,380	24.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by an increase in position vacancy savings. The change in FTE is due to a Recruit Class budgeted to graduate and become Police Officers in March 2014.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(616,510)	0.00	(616,510)	0.00	General Fund	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(65,270)	(1.00)	(66,470)	(1.00)	General Fund	This eliminates a vacant Clerk Typist 3 position.
(1,353,670)	(50.00)	(3,962,530)	(50.00)	General Fund	This eliminates funding for additional sworn employees that would have graduated from a Recruit Class scheduled to begin in September 2013.
(6,063,360)	(66.00)	(6,106,910)	(66.00)	General Fund	This eliminates sixty-six Police Officer positions. While this reduction is presented as being wholly within the Neighborhood Policing Program, the Cincinnati Police Department will be implementing a yet-to-be finalized reorganization that will bolster street strength through the elimination of some specialized units and the reassignment of sworn positions that currently perform mainly administrative-type duties to patrol duties.
(147,170)	0.00	(147,170)	0.00	General Fund	This represents a reduction in overtime that will continue to limit police visibility for events and work on special projects.

## Departmental Budgets

### Police



### Performance Measures

#### Performance Objective

Reduce Crime - Implement strategies including the formation/continuation of partnerships with emphasis on enforcement, prior offenders, and offenses using firearms that will facilitate the reduction of overall crime and specifically violent crime.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in total violent crime from prior year.	Percentage	(5.00)	(3.00)	(3.00)



### Program 3: Special Operations

**Description:** This program provides specialized units for response to specific public safety issues such as Traffic Enforcement and Park Patrols.

**Goal:** Make Cincinnati safer by utilizing resources and strategies to prevent, protect, and recover from critical incidents and natural disasters.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	6,084,370	3,363,920	5,941,930	2,578,010	6,015,470
Employee Benefits	2,534,010	1,524,080	2,683,290	1,159,210	2,696,000
Other Expenses	0	(12,200)	560	12,760	1,120
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>8,618,380</b>	<b>4,875,800</b>	<b>8,625,780</b>	<b>3,749,980</b>	<b>8,712,590</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>8,618,380</b>	<b>4,875,800</b>	<b>8,625,780</b>	<b>3,749,980</b>	<b>8,712,590</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>122.00</b>	<b>139.00</b>	<b>87.00</b>	<b>(52.00)</b>	<b>87.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
3,940,940	(50.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease due to the transfer of the School Crossing Guards and associated reimbursements to the Special Investigations program. The change in FTE is primarily due to the transfer of the School Crossing Guards.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(136,660)	(2.00)	(139,410)	(2.00)	General Fund	This represents the transfer of the public vehicle administration function and related resources from the Department of Police to the Department of Public Services.
(95,000)	0.00	(95,000)	0.00	General Fund	This reduction would eliminate the Mounted Patrol Unit. The sworn personnel will be redirected to other functions.

### Performance Measures

#### Performance Objective

Successful Critical Incident Response - Enhance the department's preparedness and capability for response to emergency incidents, critical incidents, and natural disasters.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of employees trained in critical incident response.	Percentage	N/A	90.00	90.00

## Departmental Budgets

### Police



#### Program 4: Special Investigations

**Description:** This program prevents and solves crime through a variety of crime-specific units such as Homicide and Vice and specialized techniques including scientific investigative services.

**Goal:** Make Cincinnati safer by utilizing resources and strategies to prevent and solve crimes through a variety of crime-specific units and specialized techniques.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	10,232,430	5,065,060	10,917,390	5,852,330	11,042,180
Employee Benefits	4,324,750	2,270,880	4,848,110	2,577,230	4,867,500
Other Expenses	0	300	580	280	1,160
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>14,557,180</b>	<b>7,336,240</b>	<b>15,766,080</b>	<b>8,429,840</b>	<b>15,910,840</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>14,557,180</b>	<b>7,336,240</b>	<b>15,766,080</b>	<b>8,429,840</b>	<b>15,910,840</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>156.00</b>	<b>156.00</b>	<b>202.00</b>	<b>46.00</b>	<b>202.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
8,465,270	47.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to the transfer of the School Crossing Guards and associated reimbursements from the Special Operations program. The change in FTE is also primarily due to the transfer of the School Crossing Guards.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(65,720)	(1.00)	(68,640)	(1.00)	General Fund	This eliminates a vacant Police Criminalist position.

## Performance Measures

### Performance Objective

Reduce Illegal Drug Activity - Utilize new organizational structure, partnerships, and techniques to reduce illegal drug activity.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in calls for service related to drug activity.	Percentage	48.00	20.00	(10.00)



### Program 5: Operations Support

**Description:** This program supports the line operations of the Department through supplies, transportation, police records, and custody of property involved in criminal activity.

**Goal:** Provide necessary equipment and support to facilitate the Public Safety Operations of the Police Department.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,514,370	1,378,800	4,160,010	2,781,210	4,231,160
Employee Benefits	768,370	681,480	2,013,100	1,331,620	2,077,090
Other Expenses	0	300	580	280	1,160
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,282,740</b>	<b>2,060,580</b>	<b>6,173,690</b>	<b>4,113,110</b>	<b>6,309,410</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>2,282,740</b>	<b>2,060,580</b>	<b>6,173,690</b>	<b>4,113,110</b>	<b>6,309,410</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>38.00</b>	<b>59.00</b>	<b>89.00</b>	<b>30.00</b>	<b>89.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
4,286,350	33.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in civilian positions as part of the department's civilianization efforts. The change in FTE is also primarily due to the increase in civilian positions.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(183,170)	(3.00)	(189,570)	(3.00)	General Fund	This eliminates two vacant Storekeeper positions and a vacant Crime Analyst position.

### Performance Measures

#### Performance Objective

Ensure Administrative Accountability - Maintain the highest level of accuracy and accountability for administration of property, evidence, and records.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of audits with satisfactory findings.	Percentage	N/A	90.00	90.00

## Departmental Budgets

### Police



#### Program 6: Personnel Training and Support

**Description:** This program provides support and training for all Department employees through employee relations and in-service training; and administers the recruiting, selection, and training of new officers.

**Goal:** Insure the Police Department's standards for professionalism and efficiency are maintained or expanded.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,619,630	1,246,340	2,308,900	1,062,550	2,342,410
Employee Benefits	673,860	609,230	1,078,050	468,810	1,097,100
Other Expenses	286,330	158,190	395,490	237,300	407,650
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,579,820</b>	<b>2,013,760</b>	<b>3,782,440</b>	<b>1,768,660</b>	<b>3,847,160</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>2,579,820</b>	<b>2,013,760</b>	<b>3,782,440</b>	<b>1,768,660</b>	<b>3,847,160</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	26.00	39.00	38.00	(1.00)	38.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
3,189,940	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. There is no change in FTE.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(1,351,710)	0.00	0	0.00	General Fund	This eliminates funding for a Recruit Class scheduled to begin in September 2013.
(74,890)	(1.00)	(78,330)	(1.00)	General Fund	This eliminates a vacant Administrative Specialist position.

#### Performance Measures

##### Performance Objective

Increase Professional Standard - Facilitate and encourage department members to increase professionalism through completion of certification and higher education programs.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of employees completing mandated training.	Percentage	95.00	90.00	90.00



### Program 7: Technology Support

**Description:** This program supports all information technology systems and equipment used throughout the Department and includes systems development, implementation, and support; hardware and software purchase, installation, and maintenance; and systems coordination.

**Goal:** Utilize technology to improve public safety and enhance public service while balancing costs to insure efficiency.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	919,230	630,300	1,123,370	493,070	1,156,610
Employee Benefits	414,860	282,330	485,610	203,280	509,990
Other Expenses	367,630	200,070	472,850	272,780	488,500
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,701,720</b>	<b>1,112,700</b>	<b>2,081,830</b>	<b>969,130</b>	<b>2,155,100</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,701,720</b>	<b>1,112,700</b>	<b>2,081,830</b>	<b>969,130</b>	<b>2,155,100</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	16.00	21.00	17.00	(4.00)	17.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,001,560	(4.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease due to the elimination of expired grant funded positions. The change in FTE is also primarily due to the elimination of expired grant funded positions.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(33,130)	0.00	(33,130)	0.00	General Fund	This represents the termination of an annual software license agreement that can be achieved through the utilization of the time/labor functionality within the Cincinnati Human Resources Information System.

### Performance Measures

#### Performance Objective

Develop Technology for More Efficient Daily Operations - Implement solutions for technology issues in daily operations.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of paper process eliminated or replaced with electronic data collection.	Percentage	20.00	20.00	20.00



## Departmental Budgets

### Police



#### Program 8: General Administration and Support

**Description:** This program directs and controls all Department activities and fiscal affairs; and administers the Department's community-relations programs and youth initiatives.

**Goal:** Provide Department leadership in developing personnel and managing resources to promote effective partnerships with the community to improve the quality of life through the delivery of fair and impartial police services while maintaining an atmosphere of respect for human dignity.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	13,100,030	3,467,850	6,009,540	2,541,690	5,977,220
Employee Benefits	5,481,510	1,148,600	2,011,120	862,520	2,018,250
Other Expenses	11,270	300	750	450	1,340
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>18,592,810</b>	<b>4,616,750</b>	<b>8,021,410</b>	<b>3,404,660</b>	<b>7,996,810</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>18,592,810</b>	<b>4,616,750</b>	<b>8,021,410</b>	<b>3,404,660</b>	<b>7,996,810</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	1,460,000	490,000	2,027,800	1,537,800	2,027,800
Total Full-time Equivalent Positions	195.00	67.00	53.00	(14.00)	53.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
3,388,280	(14.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in Payment in Lieu of Overtime (PILOT) which is partially offset by a reduction in personnel expense. The change in FTE is due to the attrition of sworn officers.

#### Performance Measures

##### Performance Objective

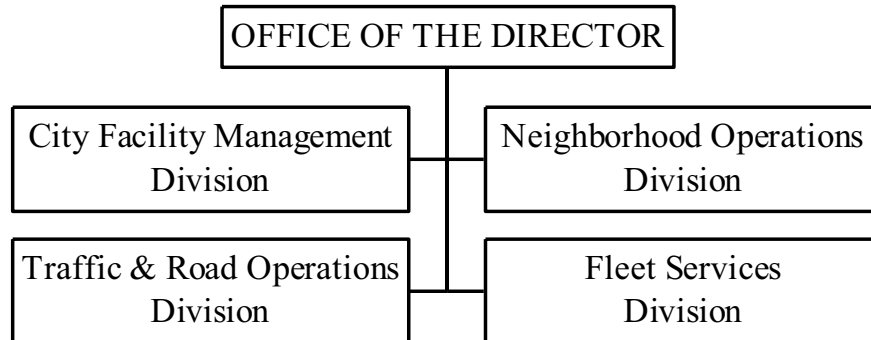
Enhance Public Education on Police Operations - Improve Community/Police relationships by expanding educational efforts for public understanding of Police Operations.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in citizens trained in Police-related curriculum from prior year.	Percentage	66.00	25.00	25.00



## Public Services

The mission of the Public Services Department is to be a public service organization that promotes partnership of City employees with local neighborhood residents and businesses, delivers the most economical service, solves problems, provides our citizens with the highest quality of service and leadership, and provides a clean, safe, reliable, and productive environment for City workers.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	14,303,540	7,516,890	14,173,400	6,656,510	14,148,880
Employee Benefits	8,136,540	3,493,990	7,088,190	3,594,200	7,346,020
Other Expenses	17,389,880	7,772,280	16,099,130	8,326,840	16,904,790
Properties	28,090	5,260	29,440	24,180	30,430
Debt Service	233,390	41,980	227,940	185,970	222,850
<b>Operating Total</b>	<b>40,091,440</b>	<b>18,830,400</b>	<b>37,618,100</b>	<b>18,787,700</b>	<b>38,652,970</b>
Internal Service Funds	18,329,640	9,008,930	17,166,770	8,157,840	17,566,600
<b>Total</b>	<b>58,421,080</b>	<b>27,839,330</b>	<b>54,784,870</b>	<b>26,945,540</b>	<b>56,219,570</b>
Capital Projects	12,289,300	9,000,000	25,099,300	16,099,300	14,555,600
Consolidated Plan Projects	497,250	179,500	497,250	317,750	497,250
Program Revenue	16,607,985	0	19,311,927	19,311,927	19,638,647
Total Full-time Equivalent Positions	433.50	446.00	438.00	(8.00)	433.00

## Departmental Budgets

### Public Services



## Department Programs

1. Fleet Services
2. Winter Maintenance
3. Energy Costs
4. Director's Office
5. Special Operations
6. Traffic Control, Pavement & Structure Maint.
7. Residential Collections
8. Right of Way Maintenance
9. Property Management

## Program Summaries

### Program 1: Fleet Services

**Description:** This core focus program is dedicated to public safety and service excellence by providing to all City agencies the necessary equipment to perform their core service functions.

**Goal:** To provide outstanding automotive and other motorized equipment service to all City agencies that supports public health and safety for the citizens of Cincinnati.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	0	0	84,200	84,200	85,740
Employee Benefits	0	0	52,600	52,600	53,840
Other Expenses	0	0	500	500	520
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>137,300</b>	<b>137,300</b>	<b>140,100</b>
Internal Service Funds	18,329,640	9,008,930	17,166,770	8,157,840	17,566,600
<b>Total</b>	<b>18,329,640</b>	<b>9,008,930</b>	<b>17,304,070</b>	<b>8,295,140</b>	<b>17,706,700</b>
Capital Projects	5,240,600	1,500,000	3,956,700	2,456,700	4,484,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	16,607,990	0	17,402,930	17,402,930	17,729,650
Total Full-time Equivalent Positions	65.00	65.00	69.00	4.00	69.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
0	1.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in parts and fuel expenses. The change in FTE is related to an Automotive Mechanic Helper position currently on the Department's table of organization.



### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
137,160	2.00	139,930	2.00	General Fund	This represents the transfer of the public vehicle administration function and related resources from the Department of Police to the Department of Public Services.
18,200	0.00	10,600	0.00	Fleet Services	This represents the deletion of two Automotive Mechanic positions in order to add a Welder and Automotive Mechanic Crew Chief from the Traffic and Road Operations Division to Fleet Services.
(59,220)	1.00	(54,300)	1.00	Fleet Services	This represents the transfer of a Computer Systems Analyst position from the Enterprise Technology Solutions Department, which is offset by a reduction in non-personnel expenses allocated for ETS services.

### Performance Measures

#### Performance Objective

Maintain operation of essential Police, Fire and Public Service equipment at full capacity.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of police beat cars available for operation at full capacity.	Percentage	100.00	100.00	100.00
Percentage of fire fighting equipment available for operation at full capacity.	Percentage	100.00	100.00	100.00
Percentage of ambulances available for operation at full capacity.	Percentage	100.00	100.00	100.00
Percentage of solid waste equipment available for operation at full capacity.	Percentage	95.00	100.00	100.00

#### Performance Objective

Reduce the amount of energy used by the Fleet Services Division each year by implementing the department's Energy Management Plan.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage reduction in the amount of energy used by the Fleet Services Division within one year.	Percentage	0.03	4.00	4.00

## Departmental Budgets

### Public Services



#### Program 2: Winter Maintenance

**Description:** Clear streets following winter snowstorms by application of road salt and calcium chloride and, if necessary, by plowing the roads. This program pays for incremental cost increases resulting from snowstorms: overtime, materials, and contractual service.

**Goal:** To promote public safety for travelers of city streets during winter storms.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	327,850	245,890	330,020	84,130	336,620
Employee Benefits	59,010	32,790	69,300	36,520	77,420
Other Expenses	2,564,550	84,450	376,470	292,020	821,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,951,410</b>	<b>363,130</b>	<b>775,790</b>	<b>412,670</b>	<b>1,235,190</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>2,951,410</b>	<b>363,130</b>	<b>775,790</b>	<b>412,670</b>	<b>1,235,190</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
415,970	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in ice control expenses.

#### Performance Measures

##### Performance Objective

To make all streets passable from snow and ice within 24 hours after an ordinary snowstorm.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of all streets passable within 24 hours.	Percentage	100.00	95.00	95.00



### Program 3: Energy Costs

**Description:** Complete energy audits for City Hall and Centennial Two and report all methods available to reduce energy expenditures.

**Goal:** To achieve service excellence by protecting the environment and conserving natural resources and following the precepts of the Kyoto Protocol.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	333,640	169,660	340,770	171,120	350,700
Properties	0	0	0	0	0
Debt Service	154,220	27,740	150,620	122,890	147,250
<b>Operating Total</b>	<b>487,860</b>	<b>197,400</b>	<b>491,390</b>	<b>294,010</b>	<b>497,950</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>487,860</b>	<b>197,400</b>	<b>491,390</b>	<b>294,010</b>	<b>497,950</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	0.00	0.00	0.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
294,000	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### Performance Measures

#### Performance Objective

Achieve reduction in energy use in all renovation and new construction facility projects by following LEED guidelines.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Achieve LEED green building standards in the design and construction of all new City buildings and major renovations.	Percentage	100.00	100.00	100.00

#### Performance Objective

Assist the department with lowering operational costs by establishing procedures for staff to reduce energy consumption through various conservation methods.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage reduction in the amount of energy used by Public Services within one year.	Percentage	2.00	2.00	2.00

## Departmental Budgets

### Public Services



#### Program 4: Director's Office

**Description:** This project provides administrative support to the Public Services Department including human resources, accounting, safety, and communications.

**Goal:** To promote service excellence through effective administration, structured processes, and improved management systems.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	567,270	292,710	629,050	336,340	650,400
Employee Benefits	224,380	109,400	228,690	119,280	269,210
Other Expenses	571,790	98,810	177,960	79,150	182,400
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,363,440</b>	<b>500,920</b>	<b>1,035,700</b>	<b>534,770</b>	<b>1,102,010</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,363,440</b>	<b>500,920</b>	<b>1,035,700</b>	<b>534,770</b>	<b>1,102,010</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>8.00</b>	<b>10.00</b>	<b>9.00</b>	<b>(1.00)</b>	<b>9.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
505,670	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in computer equipment and data processing expenses.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(5,000)	0.00	(5,170)	0.00	General Fund	This represents a decrease to Automotive by Municipal Garage and Fuel expenses.
31,730	0.00	32,190	0.00	Income Tax-Infrastructure	This increase represents the annual costs for software and hardware maintenance of the Kronos Time and Attendance System.
1,640	(1.00)	3,030	(1.00)	General Fund	This represents the transfer of a Senior Administrative Specialist from the Director's Office to the Neighborhood Operations Division.

## Performance Measures

### Performance Objective

Establish an open-door policy to help facilitate open communication among the various departments the Public Services department interacts with by increasing intra-city partnerships.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Achieve a 20 percent increase in intra-City partnerships that increase department efficiency and effectiveness in solving recurring problems.	Percentage	25.00	25.00	25.00



### Program 5: Special Operations

**Description:** This program provides funding for Keep Cincinnati Beautiful, dumpster access for City agencies, customer service, and maintenance of the Wesleyan Cemetery.

**Goal:** To support the operational needs of Division of Neighborhood Operations' major programs through the use of volunteers and prisoners and through providing education and information to the Division's customers.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	622,530	319,440	706,870	387,430	730,510
Employee Benefits	268,150	146,530	342,900	196,370	362,370
Other Expenses	580,170	318,930	476,520	157,590	477,280
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,470,850</b>	<b>784,900</b>	<b>1,526,290</b>	<b>741,390</b>	<b>1,570,160</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,470,850</b>	<b>784,900</b>	<b>1,526,290</b>	<b>741,390</b>	<b>1,570,160</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	12.00	12.00	13.00	1.00	13.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
759,240	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in personnel expenses.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(2,420)	0.00	(2,420)	0.00	General Fund	This represents a decrease to Fuel expenses.
7,590	0.00	6,080	0.00	General Fund	This represents an increase to Automotive by Municipal Garage expenses.
(57,000)	0.00	(57,000)	0.00	General Fund	This will decrease the maintenance of Wesleyan cemetery since the current service level exceeds the requirements of the court order.
(11,550)	0.00	(11,550)	0.00	General Fund	This represents a reduction to the budget for Keep Cincinnati Beautiful.
46,350	1.00	63,960	1.00	General Fund	This represents an increase for a new Customer Service Representative position.



## Departmental Budgets

### Public Services



### Performance Measures

#### Performance Objective

Provide efficient customer service to the citizens utilizing the Customer Service Communication Center.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of phone calls answered by the Customer Service Communication Center employees within 35 seconds or less.	Percentage	74.47	90.00	90.00



**Program 6: Traffic Control, Pavement & Structure Maint.**

**Description:** This program provides repair and maintenance for all roadway signal, and lighting, potholes, pavement, curbs and other asphalt and concrete structures.

**Goal:** To promote neighborhood investment, public safety and economic development through effective traffic control, pavement, and structure maintenance programs.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	4,847,950	2,612,830	4,546,940	1,934,120	4,648,270
Employee Benefits	3,453,270	1,281,110	2,594,670	1,313,560	2,763,190
Other Expenses	3,655,780	1,931,300	3,976,300	2,045,000	4,080,360
Properties	28,090	5,260	29,440	24,180	30,430
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>11,985,090</b>	<b>5,830,500</b>	<b>11,147,350</b>	<b>5,316,860</b>	<b>11,522,250</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>11,985,090</b>	<b>5,830,500</b>	<b>11,147,350</b>	<b>5,316,860</b>	<b>11,522,250</b>
Capital Projects	346,800	0	330,000	330,000	330,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>160.50</b>	<b>156.00</b>	<b>153.00</b>	<b>(3.00)</b>	<b>153.00</b>

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
5,724,140	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in employee benefit expenses.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(59,410)	0.00	(59,410)	0.00	Income Tax-Infrastructure	This represents a decrease to Fuel expenses.
(103,010)	0.00	(103,010)	0.00	Street Const Maint & Repair	
(17,100)	0.00	(17,100)	0.00	Municipal Motor Vehicle Lic Tx	
24,230	(1.00)	20,570	(1.00)	Income Tax-Infrastructure	This represents the transfer of a welder and two automotive mechanic crew chiefs from Traffic and Road Operations to Fleet Services within the Department of Public Services. This also represents additional Automotive by Municipal Garage resources in order to support Fleet Services Division parts and labor expenses.
(4,300)	(2.00)	(7,540)	(2.00)	Street Const Maint & Repair	
(242,060)	0.00	(242,060)	0.00	Street Const Maint & Repair	This represents savings from not filling some current vacancies.

**Performance Measures**

**Performance Objective**

Repair critical potholes in the pavement within 48 hours.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of critical potholes repaired within 48 hours.	Percentage	46.86	50.00	50.00

## Departmental Budgets

### Public Services



#### Performance Objective

Promptly correct reported traffic signal outages within 48 hours.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of traffic signal outages made safe within 48 hours.	Percentage	100.00	100.00	100.00



### Program 7: Residential Collections

**Description:** This program provides curbside collection of solid waste, yard waste, tire collection, and white goods.

**Goal:** To promote neighborhood investment, public safety and service excellence by managing the City's many waste collection efforts in an environmentally and cost effective manner.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	4,346,140	2,208,320	4,665,770	2,457,450	4,499,670
Employee Benefits	2,202,510	1,031,930	2,220,230	1,188,300	2,176,850
Other Expenses	4,813,390	2,504,590	5,270,240	2,765,650	5,381,210
Properties	0	0	0	0	0
Debt Service	79,170	14,240	77,320	63,080	75,600
<b>Operating Total</b>	<b>11,441,210</b>	<b>5,759,080</b>	<b>12,233,560</b>	<b>6,474,480</b>	<b>12,133,330</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>11,441,210</b>	<b>5,759,080</b>	<b>12,233,560</b>	<b>6,474,480</b>	<b>12,133,330</b>
Capital Projects	0	4,700,000	0	(4,700,000)	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	1,900,000	1,900,000	1,900,000
Total Full-time Equivalent Positions	102.00	117.00	115.00	(2.00)	110.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
6,038,180	(7.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in personnel expenses. The change in FTE is related to positions eliminated from the Department's table of organization per the 2013 Approved Budget.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(102,420)	0.00	(102,420)	0.00	General Fund	This represents a decrease to Fuel expenses.
(4,690)	0.00	(4,690)	0.00	Street Const Maint & Repair	
237,470	0.00	190,210	0.00	General Fund	This represents an increase to Automotive by Municipal Garage expenses.
700	0.00	560	0.00	Street Const Maint & Repair	
73,150	1.00	74,550	1.00	General Fund	This represents the transfer of a Sanitation Specialist position from the Right of Way Maintenance program to the Solid Waste program.
191,360	4.00	191,360	4.00	General Fund	This represents an increase for the Yard Waste Program in order to maintain current service levels.
(1,640)	1.00	(3,030)	1.00	General Fund	This represents the transfer of a Senior Administrative Specialist from the Director's Office to the Neighborhood Operations Division.
307,590	3.00	318,320	3.00	General Fund	This increase is for a Cart Program in the Neighborhood Operations Division. This will support the staff and equipment necessary to make repairs to the carts and make efficient swaps for those citizens requesting different carts.

## Departmental Budgets

### Public Services



#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
0	0.00	(227,500)	(5.00)	General Fund	This represents a reduction in staff needed to collect Solid Waste to be implemented October 2014. The newly distributed trash carts coupled with the purchase of fully-automated trash trucks will reduce staffing from 2 crew members down to 1 member per truck.
(30,880)	0.00	(31,720)	0.00	General Fund	This represents the elimination of the tire collection program.
(228,900)	(4.00)	(312,990)	(4.00)	General Fund	This reduction represents savings resulting from the implementation of a recent solid waste route optimization study to reduce the City's routes from 27 to 25 effective October 2013. This streamlines the way the City provides solid waste collection services to the residents of Cincinnati.

## Performance Measures

### Performance Objective

Provide efficient and effective collection of residential tires.

Unit of Measure		2012	2014	2015
		Actual	Target	Target
Percent collected within 2 weeks of request.		100.00	100.00	100.00



### Program 8: Right of Way Maintenance

**Description:** This program provides clean, safe and aesthetically pleasing neighborhoods, streets and green space.

**Goal:** To promote neighborhood investment, economic development, and public safety by providing an aesthetically pleasing appearance throughout the community by maintaining clean right-of-ways, green spaces, streets, gateways, and thoroughfares.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	2,394,570	1,204,280	1,923,600	719,320	1,888,720
Employee Benefits	1,189,860	626,130	978,680	352,550	1,003,560
Other Expenses	1,928,210	981,770	2,236,510	1,254,740	2,276,210
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>5,512,640</b>	<b>2,812,180</b>	<b>5,138,790</b>	<b>2,326,610</b>	<b>5,168,490</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>5,512,640</b>	<b>2,812,180</b>	<b>5,138,790</b>	<b>2,326,610</b>	<b>5,168,490</b>
Capital Projects	175,200	0	186,500	186,500	186,500
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	57.00	57.00	50.00	(7.00)	50.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,862,850	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in automotive parts and personnel expenses.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(13,540)	0.00	(13,540)	0.00	General Fund	This represents a decrease to Fuel expenses.
(9,640)	0.00	(9,640)	0.00	Stormwater Management	
(13,340)	0.00	(13,340)	0.00	Street Const Maint & Repair	
22,670	0.00	18,170	0.00	General Fund	This represents an increase to Automotive by Municipal Garage expenses.
8,070	0.00	6,460	0.00	Stormwater Management	
25,290	0.00	20,250	0.00	Street Const Maint & Repair	
(73,150)	(1.00)	(74,550)	(1.00)	General Fund	This represents the transfer of a Sanitation Specialist position from the Right of Way Maintenance program to the Solid Waste program. This also represents the elimination of a Sanitation Specialist and two Service Area Crew Leaders from the Right of Way Maintenance program.
(250,520)	(3.00)	(259,940)	(3.00)	Street Const Maint & Repair	
(125,030)	(2.00)	(127,560)	(2.00)	Street Const Maint & Repair	This represents the elimination of a Laborer and Sanitation Specialist from the Right of Way Maintenance program.

## Departmental Budgets

### Public Services



#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(45,940)	(1.00)	(47,060)	(1.00)	Street Const Maint & Repair	This represents the elimination of a Laborer from the Greenspace and Lots Program.
(14,630)	0.00	(90,330)	0.00	General Fund	This will result in savings from not filling some of the current vacancies.
(46,790)	0.00	(46,790)	0.00	Street Const Maint & Repair	

## Performance Measures

### Performance Objective

Maintain clean aesthetically pleasing right-of-ways and green space by maintaining a quality rating of 2.0 for high visibility routes including certain gateways and thoroughfares.

Unit of Measure	Unit	2012	2014	2015
		Actual	Target	Target
A litter index rating of 2.0 or lower.	Whole Number	1.37	2.00	2.00



## Program 9: Property Management

**Description:** This program provides management, architectural services and maintenance of all city-owned buildings.

**Goal:** To manage City assets as long term investments in order to achieve service excellence.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,197,220	633,430	1,286,960	653,520	1,308,950
Employee Benefits	739,370	266,110	601,120	335,010	639,580
Other Expenses	2,942,350	1,682,780	3,243,860	1,561,080	3,334,960
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>4,878,940</b>	<b>2,582,320</b>	<b>5,131,940</b>	<b>2,549,610</b>	<b>5,283,490</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>4,878,940</b>	<b>2,582,320</b>	<b>5,131,940</b>	<b>2,549,610</b>	<b>5,283,490</b>
Capital Projects	6,526,700	2,800,000	20,626,100	17,826,100	9,554,400
Consolidated Plan Projects	497,250	179,500	497,250	317,750	497,250
Program Revenue	0	0	9,000	9,000	9,000
Total Full-time Equivalent Positions	29.00	29.00	29.00	0.00	29.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,571,270	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in employee benefits.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
520	0.00	540	0.00	General Fund	This represents a decrease to Automotive by Municipal Garage and Fuel expenses.
(18,620)	0.00	(19,240)	0.00	Income Tax-Infrastructure	

## Performance Measures

### Performance Objective

To oversee the management of City Facility assets used by private organizations, arts groups, markets and non-general funded agencies.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers satisfied with CFM's management of their facilities.	Percentage	90.00	90.00	90.00



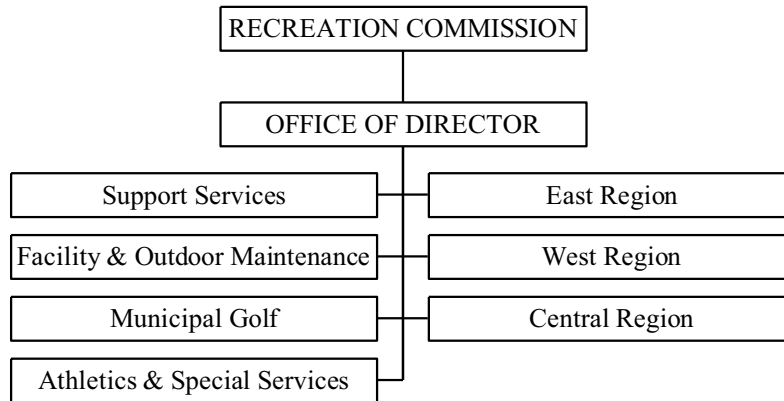


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## Recreation

The Cincinnati Recreation Commission is dedicated to providing recreational and cultural activities for all people in our neighborhoods and the whole community. We believe that by enhancing peoples personal health and wellness, we strengthen and enrich the lives of our citizens and build a spirit of community in our City.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	12,510,640	6,171,070	12,463,100	6,292,030	12,767,600
Employee Benefits	3,941,100	2,063,050	4,078,570	2,015,520	4,271,960
Other Expenses	10,959,180	5,706,490	10,810,960	5,104,470	10,434,190
Properties	35,460	18,300	37,780	19,480	39,060
Debt Service	758,920	111,570	734,580	623,020	721,240
<b>Operating Total</b>	<b>28,205,300</b>	<b>14,070,480</b>	<b>28,124,990</b>	<b>14,054,520</b>	<b>28,234,050</b>
Internal Service Funds	30,630	15,680	30,500	14,820	30,710
<b>Total</b>	<b>28,235,930</b>	<b>14,086,160</b>	<b>28,155,490</b>	<b>14,069,340</b>	<b>28,264,760</b>
Capital Projects	4,656,300	1,520,000	5,642,600	4,122,600	4,829,900
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	10,165,250	3,147,325	6,692,550	3,545,225	6,692,550
Total Full-time Equivalent Positions	411.38	418.53	404.54	(13.99)	407.64



### Department Programs

1. Support Services
2. West Region Community Center Operations
3. East Region Community Center Operations
4. Central Region Community Center Operations
5. Therapeutic Recreation
6. Seniors
7. Indoor/Facility Maintenance
8. Outdoor Maintenance
9. Golf
10. Athletics
11. Aquatics
12. Planning & Development

### Program Summaries

#### Program 1: Support Services

**Description:** The Support Services Division sets the policies of the department and is responsible for public relations, master planning, information technology, comprehensive financial management, employment and training of staff, oversight of all personnel records.

**Goal:** The Support Service Division develops services that will promote a positive department and City image, enhance credibility, and encourage greater private sector financial support and neighborhood volunteer support of the department's programs.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,184,430	600,180	1,179,410	579,230	1,211,910
Employee Benefits	549,850	243,380	468,360	224,970	501,900
Other Expenses	348,390	155,650	312,110	156,460	324,570
Properties	35,460	18,300	37,780	19,480	39,060
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>2,118,130</b>	<b>1,017,510</b>	<b>1,997,660</b>	<b>980,140</b>	<b>2,077,440</b>
Internal Service Funds	30,630	15,680	30,500	14,820	30,710
<b>Total</b>	<b>2,148,760</b>	<b>1,033,190</b>	<b>2,028,160</b>	<b>994,960</b>	<b>2,108,150</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	145,500	101,330	292,550	191,230	292,550
<b>Total Full-time Equivalent Positions</b>	<b>24.21</b>	<b>24.40</b>	<b>23.70</b>	<b>(0.70)</b>	<b>23.70</b>



### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,126,170	1.15	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase in FTE is attributable to an increase in part-time staffing levels.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
5,290	0.15	5,290	0.15	General Fund	This increase transfers part-time staff from the Planning and Development program.
(50,000)	0.00	(50,000)	0.00	General Fund	This reduction eliminates funding for the Arts Grants program.
(73,500)	0.00	(73,500)	0.00	General Fund	This represents the transfer of the Superintendent position from General Fund 050 to Municipal Golf Fund 105.
73,500	0.00	73,500	0.00	Municipal Golf	
(62,630)	(1.00)	(63,400)	(1.00)	General Fund	This reduction would eliminate a Clerk Typist 3 position from the Support Services program.
(37,250)	(1.00)	(18,350)	(0.50)	General Fund	This reduction reduces Recreation Program Leader part-time FTE across the board by 1.0 FTE.

### Performance Measures

#### Performance Objective

To respond effectively and efficiently to interdepartmental inquiries and requests.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of staff who responded that they were satisfied or extremely satisfied with the services provided by the Support Services Program in a biennial survey.	Percentage	89.00	85.00	85.00

## Departmental Budgets

### Recreation



#### Program 2: West Region Community Center Operations

**Description:** The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the western portion of the city with social, athletic, educational, and recreational activities.

**Goal:** To increase the quality of life and enhance the personal health and wellness of citizens citywide by providing quality and affordable recreation programs.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	2,014,590	1,012,410	1,999,500	987,100	2,078,080
Employee Benefits	601,380	330,040	692,940	362,900	728,450
Other Expenses	661,630	327,920	648,150	320,230	679,460
Properties	0	0	0	0	0
Debt Service	132,620	22,800	129,660	106,860	127,030
<b>Operating Total</b>	<b>3,410,220</b>	<b>1,693,170</b>	<b>3,470,250</b>	<b>1,777,090</b>	<b>3,613,020</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,410,220</b>	<b>1,693,170</b>	<b>3,470,250</b>	<b>1,777,090</b>	<b>3,613,020</b>
Capital Projects	1,555,500	1,200,000	2,568,700	1,368,700	1,208,200
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	679,180	0	0	0	0
Total Full-time Equivalent Positions	67.21	65.70	63.94	(1.76)	66.03

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,834,080	0.33	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase in FTE is the result of an increase in part-time staffing levels.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(2,050)	0.00	(2,050)	0.00	General Fund	This reduction represents fuel savings.

#### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(54,870)	(2.09)	0	0.00	General Fund	This reduction reduces part-time FTE and utility costs for the duration of the Price Hill Center Closure from September 1, 2013 until the end of calendar year 2014.



## Performance Measures

### Performance Objective

To provide both quality and affordable programs for youth and teens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating programs good to excellent.	Percentage	96.00	90.00	90.00

### Performance Objective

Provide both quality and affordable recreation programs for citizens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Increase community center attendance over previous year statistics.	Percentage	(5.50)	3.00	3.00
Percentage of participants who rate good or excellent program value for the money.	Percentage	96.00	90.00	90.00

### Performance Objective

Improve staff professionalism and friendliness.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating staff friendliness and courteousness good to excellent.	Percentage	98.00	90.00	90.00

## Departmental Budgets

### Recreation



### Program 3: East Region Community Center Operations

**Description:** The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the eastern portion of the city with social, athletic, educational, and recreational activities.

**Goal:** To increase the quality of life and enhance the personal health and wellness of citizens citywide by providing quality and affordable recreation programs.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	2,045,800	1,001,400	1,723,070	721,670	1,758,810
Employee Benefits	573,180	340,900	523,220	182,320	545,020
Other Expenses	669,940	319,400	643,560	324,170	661,570
Properties	0	0	0	0	0
Debt Service	121,190	20,840	118,470	97,640	116,080
<b>Operating Total</b>	<b>3,410,110</b>	<b>1,682,540</b>	<b>3,008,320</b>	<b>1,325,800</b>	<b>3,081,480</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,410,110</b>	<b>1,682,540</b>	<b>3,008,320</b>	<b>1,325,800</b>	<b>3,081,480</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	971,750	0	0	0	0
Total Full-time Equivalent Positions	75.14	73.59	67.51	(6.08)	67.51

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,523,980	(2.95)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by the shift of positions to other programs within the department.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(61,630)	(1.00)	(62,970)	(1.00)	General Fund	This reduction transfers one Community Center Director position from the Mount Auburn Center to the Coryville Center within the Central Community Center Operations program.
(127,710)	(2.00)	(129,450)	(2.00)	General Fund	This reduction will close Bush Recreation Center, which is located in Walnut Hills. This closure will result in the elimination of two full-time positions.
(2,170)	0.00	(2,170)	0.00	General Fund	This reduction represents fuel savings.
(5,220)	(0.13)	(5,220)	(0.13)	General Fund	This reduction reduces Municipal Worker part-time FTE.



## Performance Measures

### Performance Objective

To provide both quality and affordable programs for youth and teens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating programs good to excellent.	Percentage	N/A	90.00	90.00

### Performance Objective

Provide both quality and affordable recreation programs for citizens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Increase community center attendance over previous year statistics.	Percentage	N/A	3.00	3.00
Percentage of participants who rate good or excellent program value for the money.	Percentage	N/A	90.00	90.00

### Performance Objective

Improve staff professionalism and friendliness.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating staff friendliness and courteousness good to excellent.	Percentage	N/A	90.00	90.00



## Departmental Budgets

### Recreation



#### Program 4: Central Region Community Center Operations

**Description:** The Community Center Operations Division is committed to the effective management of the City's recreation resources in order to provide residents in the central portion of the city with social, athletic, educational, and recreational activities.

**Goal:** To increase the quality of life and enhance the personal health and wellness of citizens citywide by providing quality and affordable recreation programs.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,972,530	964,880	2,052,390	1,087,510	2,114,500
Employee Benefits	610,100	324,140	699,970	375,840	730,900
Other Expenses	719,690	337,550	676,440	338,890	705,430
Properties	0	0	0	0	0
Debt Service	133,370	22,930	130,390	107,460	127,740
<b>Operating Total</b>	<b>3,435,690</b>	<b>1,649,500</b>	<b>3,559,190</b>	<b>1,909,700</b>	<b>3,678,570</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,435,690</b>	<b>1,649,500</b>	<b>3,559,190</b>	<b>1,909,700</b>	<b>3,678,570</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	838,150	0	0	0	0
Total Full-time Equivalent Positions	67.90	65.98	69.00	3.02	70.01

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,888,120	3.87	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by the shift of staffing from other programs within the department.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
61,630	1.00	62,970	1.00	General Fund	This increase to the Corryville Center transfers one Community Center Director position from the Mount Auburn Center in the East Region Community Center Operations program.
10,000	0.00	10,000	0.00	Recreation Fed Grant Project	This increase represents expenditures that will be funded from a two-year grant received in 2013 from the Ohio Department of Natural Resources Division of Watercraft.
(4,510)	0.00	(4,510)	0.00	General Fund	This reduction represents fuel savings.
(15,690)	(0.84)	(16,050)	(0.84)	General Fund	This reduction reduces Municipal Worker and Recreation Program Leader part-time FTE.



### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(31,690)	(1.01)	0	0.00	General Fund	This reduction reduces part-time FTE and utility costs for the duration of the Clifton Center Closure from September 1, 2013 until the end of calendar year 2014.

### Performance Measures

#### Performance Objective

To provide both quality and affordable programs for youth and teens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating programs good to excellent.	Percentage	N/A	90.00	90.00

#### Performance Objective

Provide both quality and affordable recreation programs for citizens citywide.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Increase community center attendance over previous year statistics.	Percentage	N/A	3.00	3.00
Percentage of participants who rate good or excellent program value for the money.	Percentage	N/A	90.00	90.00

#### Performance Objective

Improve staff professionalism and friendliness.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating staff friendliness and courteousness good to excellent.	Percentage	N/A	90.00	90.00

## Departmental Budgets

### Recreation



#### Program 5: Therapeutic Recreation

**Description:** The Division is dedicated to providing high quality support services, training, and advocacy. Therapeutic recreation programs include both specialized and inclusive programming for adults and youth.

**Goal:** These programs provide the individual with the opportunity for self-expression and encourage social interaction.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	632,780	306,920	657,400	350,480	688,520
Employee Benefits	141,900	101,620	214,880	113,260	226,120
Other Expenses	81,910	48,100	96,260	48,170	98,560
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>856,590</b>	<b>456,640</b>	<b>968,540</b>	<b>511,910</b>	<b>1,013,200</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>856,590</b>	<b>456,640</b>	<b>968,540</b>	<b>511,910</b>	<b>1,013,200</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	85,500	0	0	0	0
Total Full-time Equivalent Positions	28.77	23.09	24.07	0.98	24.07

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
511,840	0.98	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase in FTE is related to an increase in part-time staffing.

#### Performance Measures

##### Performance Objective

Promote participation of individuals with disabilities in general recreation (inclusive) programs through advocacy and support services

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Number of internal training programs offered by Therapeutics staff to other departmental staff	Whole Number	10.00	10.00	10.00

##### Performance Objective

To provide high quality recreational programs designed to meet the needs and interests of individuals with disabilities.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Program evaluation and percent of participant satisfaction.	Percentage	90.00	90.00	90.00



### Program 6: Seniors

**Description:** The Senior Division seeks to provide high quality recreation and leisure experiences to senior citizens of Cincinnati. These activities include a variety of social, athletic, cultural, educational, and recreational activities.

**Goal:** The Senior Division partners with the Department's community centers to offer excellent senior programs directly in the neighborhoods where participants live.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	374,200	155,440	312,740	157,290	318,530
Employee Benefits	67,530	32,110	63,690	31,580	64,320
Other Expenses	122,460	63,800	129,880	66,080	133,340
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>564,190</b>	<b>251,350</b>	<b>506,310</b>	<b>254,950</b>	<b>516,190</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>564,190</b>	<b>251,350</b>	<b>506,310</b>	<b>254,950</b>	<b>516,190</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	285,500	0	0	0	0
Total Full-time Equivalent Positions	13.05	12.05	12.09	0.04	12.09

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
254,920	0.04	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### Performance Measures

#### Performance Objective

To expand senior program opportunities in recreation centers.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating all senior programs good to excellent.	Percentage	96.00	90.00	90.00

## Departmental Budgets

### Recreation



#### Program 7: Indoor/Facility Maintenance

**Description:** The purpose of the Facility Maintenance Division is to maintain the infrastructure of the Cincinnati Recreation Commission recreation centers and facilities in safe, comfortable, and aesthetically attractive conditions.

**Goal:** The Indoor/Facility Maintenance Division is dedicated to keeping all of the Department's facilities operating in a safe and efficient manner.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	809,800	412,200	831,380	419,170	844,820
Employee Benefits	373,890	197,770	383,550	185,770	399,820
Other Expenses	626,440	334,910	592,140	257,230	612,800
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,810,130</b>	<b>944,880</b>	<b>1,807,070</b>	<b>862,170</b>	<b>1,857,440</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,810,130</b>	<b>944,880</b>	<b>1,807,070</b>	<b>862,170</b>	<b>1,857,440</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	3,500	0	0	0	0
Total Full-time Equivalent Positions	15.00	15.41	15.78	0.37	15.78

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
928,060	0.37	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase in FTE is related to an increase in part-time staffing.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(15,600)	0.00	(15,600)	0.00	General Fund	This reduction represents vehicle maintenance and repair savings.
(4,780)	0.00	(4,780)	0.00	General Fund	This reduction represents fuel savings.
(44,880)	0.00	(44,880)	0.00	General Fund	This exception eliminates the funding for chlorine, hydrochloric acid, and repair line items associated with the closure of Camp Washington, Fairview, Filson, Spring Grove Village, and Ziegler swimming pools.

#### Performance Measures

##### Performance Objective

To offer clean, safe and well-maintained facilities for public use.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating facilities good to excellent.	Percentage	96.00	90.00	90.00



**Performance Objective**

To complete work orders related to indoor maintenance in a timely manner.

	Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of work orders completed.		Percentage	97.00	95.00	95.00

## Departmental Budgets

### Recreation



#### Program 8: Outdoor Maintenance

**Description:** Outdoor Maintenance provides clean and safe playgrounds, athletic fields, and recreation sites to improve the quality of life for all citizens of Cincinnati through quality recreation opportunities.

**Goal:** The Outdoor Maintenance Division is dedicated to keeping all of the Department's grounds and properties clean, mowed and safe.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,860,050	896,180	1,685,680	789,500	1,707,060
Employee Benefits	613,260	350,950	686,450	335,510	717,510
Other Expenses	697,330	376,000	715,490	339,490	735,340
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,170,640</b>	<b>1,623,130</b>	<b>3,087,620</b>	<b>1,464,500</b>	<b>3,159,910</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,170,640</b>	<b>1,623,130</b>	<b>3,087,620</b>	<b>1,464,500</b>	<b>3,159,910</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	300	0	0	0	0
Total Full-time Equivalent Positions	56.74	55.01	46.37	(8.64)	46.37

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,696,180	(0.78)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The decrease in FTE is related to a decrease in part-time staffing.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(184,050)	(7.86)	(184,050)	(7.86)	General Fund	This decrease will reduce the funding for outdoor maintenance work performed by part-time staff.
(45,660)	0.00	(45,660)	0.00	General Fund	This reduction represents fuel savings.

## Performance Measures

### Performance Objective

To complete work orders related to outdoor maintenance in a timely manner.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of work orders completed.	Percentage	97.00	95.00	95.00
Percentage of customers rating facilities good to excellent.	Percentage	96.00	90.00	90.00



**Performance Objective**

To ensure playground safety via the playground safety team inspection program.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Number of weekly inspections conducted on playgrounds.	Whole Number	1.00	1.00	1.00

**Performance Objective**

To offer clean, safe and well-maintained outdoor facilities for public use.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating outdoor facilities good to excellent.	Percentage	96.00	90.00	90.00



## Departmental Budgets

### Recreation



#### Program 9: Golf

**Description:** The Cincinnati Recreation Commission's Golf Division provides full service, high quality, and value-driven golf experiences to the citizens of Cincinnati.

**Goal:** To offer fun and affordable golf course programs for the citizens of Cincinnati.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	148,380	75,510	149,600	74,090	154,630
Employee Benefits	49,040	26,400	65,160	38,760	67,520
Other Expenses	6,223,690	3,351,500	6,220,970	2,869,480	5,675,730
Properties	0	0	0	0	0
Debt Service	371,740	45,000	356,060	311,060	350,390
<b>Operating Total</b>	<b>6,792,850</b>	<b>3,498,410</b>	<b>6,791,790</b>	<b>3,293,390</b>	<b>6,248,270</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>6,792,850</b>	<b>3,498,410</b>	<b>6,791,790</b>	<b>3,293,390</b>	<b>6,248,270</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	6,400,000	3,046,000	6,400,000	3,354,000	6,400,000
Total Full-time Equivalent Positions	2.00	2.00	2.00	0.00	2.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
3,580,400	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(277,900)	0.00	(1,026,840)	0.00	Municipal Golf	This decrease will reduce the contract with the golf vendor for management of the City's golf courses in order to maintain an adequate fund balance within the Municipal Golf Fund.
(9,070)	0.00	(9,070)	0.00	Municipal Golf	This reduction represents fuel savings.

#### Performance Measures

##### Performance Objective

To offer clean, well-maintained, quality golf courses for the citizens of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating golf facilities good to excellent.	Percentage	N/A	90.00	90.00

##### Performance Objective

To increase rounds played at City-owned golf courses.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in the number of rounds played at the six municipal golf courses over previous year statistics.	Percentage	18.00	3.00	3.00



## Program 10: Athletics

**Description:** The Athletics Division provides Cincinnati residents with fun, safe, and quality athletic programs.

**Goal:** The Athletics Division is dedicated to providing customer friendly environments and affordable and diverse activities.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	318,810	199,100	479,330	280,240	487,730
Employee Benefits	86,660	51,700	128,160	76,460	133,950
Other Expenses	541,030	246,300	500,110	253,820	517,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>946,500</b>	<b>497,100</b>	<b>1,107,600</b>	<b>610,520</b>	<b>1,139,620</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>946,500</b>	<b>497,100</b>	<b>1,107,600</b>	<b>610,520</b>	<b>1,139,620</b>
Capital Projects	1,254,700	120,000	722,900	602,900	1,133,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	481,170	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>6.63</b>	<b>8.59</b>	<b>11.98</b>	<b>3.39</b>	<b>11.98</b>

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
610,780	3.39	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase in FTE is also related to an increase in part-time staffing levels.

## Performance Measures

### Performance Objective

To offer affordable and quality adult athletic programs for the citizens of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in adult program attendance.	Percentage	(8.70)	3.00	3.00

### Performance Objective

To expand the youth athletic program by offering additional youth athletic opportunities.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage change in the number of youth athletic programs over previous year statistics.	Percentage	2.00	3.00	3.00

## Departmental Budgets

### Recreation



#### Program 11: Aquatics

**Description:** The Aquatics Division not only provides open swimming at our neighborhood pools, but also a variety of diverse programs including swim team, water aerobics, swim lessons, and youth lifeguard training.

**Goal:** The Aquatics Division provides safe and clean aquatic facilities for the enjoyment of the citizens of Cincinnati.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,142,160	541,610	1,396,680	855,080	1,407,010
Employee Benefits	53,770	66,600	152,560	85,960	156,860
Other Expenses	239,230	130,470	246,130	115,660	258,910
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,435,160</b>	<b>738,680</b>	<b>1,795,370</b>	<b>1,056,700</b>	<b>1,822,780</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,435,160</b>	<b>738,680</b>	<b>1,795,370</b>	<b>1,056,700</b>	<b>1,822,780</b>
Capital Projects	1,846,100	200,000	2,351,000	2,151,000	2,488,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	274,700	0	0	0	0
Total Full-time Equivalent Positions	45.73	62.55	57.77	(4.78)	57.77

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,221,340	4.10	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The increase in FTE is also related to an increase in part-time staffing levels.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(122,780)	(6.95)	(123,190)	(6.95)	General Fund	This exception will close Camp Washington, Fairview, Filson, Spring Grove Village, and Zieger pools.
(41,780)	(1.93)	(41,940)	(1.93)	General Fund	This reduction reduces Lifeguard, Pool Manager, Recreation Specialist, and Recreation Program Leader part-time FTE.

## Performance Measures

### Performance Objective

To offer clean, safe, and well-maintained aquatic facilities for the citizens of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers rating facilities good to excellent.	Percentage	96.00	90.00	90.00



**Performance Objective**

To offer safe and affordable aquatic programs for the citizens of Cincinnati.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Increase attendance at pools over previous year statistics.	Percentage	(27.90)	3.00	3.00

## Departmental Budgets

### Recreation



#### Program 12: Planning & Development

**Description:** The purpose of the Technical Services Division is to guide and administer the Capital Improvement Program for the Cincinnati Recreation Commission, and to provide safe and attractive recreation facilities.

**Goal:** Administer the Capital Improvement Program by prioritizing capital needs of the City's assets and improving the sites as allowed within the approved capital budget target.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	7,120	5,240	(4,090)	(9,330)	(4,000)
Employee Benefits	220,540	(2,580)	(380)	2,200	(380)
Other Expenses	27,440	14,920	29,710	14,790	30,560
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>255,100</b>	<b>17,580</b>	<b>25,240</b>	<b>7,660</b>	<b>26,180</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>255,100</b>	<b>17,580</b>	<b>25,240</b>	<b>7,660</b>	<b>26,180</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>9.00</b>	<b>10.16</b>	<b>10.33</b>	<b>0.17</b>	<b>10.33</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
13,680	0.32	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The decrease in FTE is related to a reduction in part-time staffing.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(5,460)	(0.15)	(5,460)	(0.15)	General Fund	This reduction transfers part-time staff to the Support Services program.

#### Performance Measures

##### Performance Objective

To complete capital projects within budget and capital program time frame.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of capital projects completed on time and within budget.	Percentage	100.00	90.00	90.00



## Retirement

The mission of the Department of Retirement is to promote long-term financial security for members of the Cincinnati Retirement System and maintain the financial health of the pension and healthcare trusts.

OFFICE OF THE DIRECTOR

Retirement

### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.00	10.00	0.00	(10.00)	0.00

## Departmental Budgets

### Retirement



## Department Programs

1. Department of Retirement

## Program Summaries

### Program 1: Department of Retirement

**Description:** The Department of Retirement is governed by a Board of Trustees. The Director implements policies and manages daily operations. The Cincinnati Retirement System is funded by employee and employer contributions, and investment gains from assets.

**Goal:** To promote long-term financial security for members of the Cincinnati Retirement System and maintain the financial health of the pension and healthcare trusts.

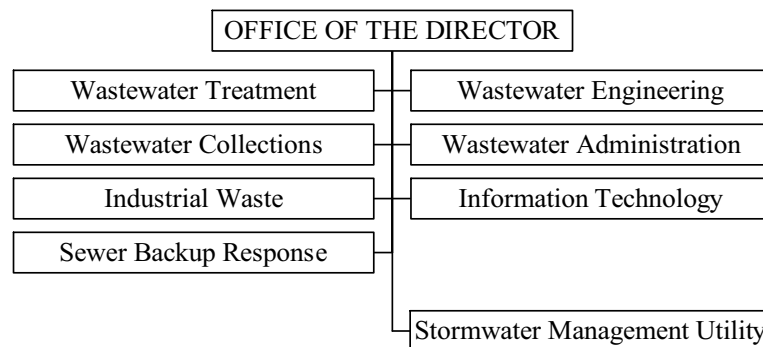
### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Other Expenses	0	0	0	0	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	10.00	10.00	0.00	(10.00)	0.00



## Sewers

The mission of the Department of Sewers is to protect and enhance water quality and the environment by providing safe and efficient wastewater collection and treatment to our customers. We will provide our customers and the community with quality, cost effective collection and treatment of wastewater, and 'on-time' engineering, regulatory, and administrative services. We will do this by: -Ensuring the public health by continuing to comply with and increasing our participation in the development of regulations; -Maintaining, expanding, and enhancing our processes and facilities; -Continuing to build the confidence of our customers, local government officials, and regulators; -Using innovative technology; and -Building a cooperative environment that values the employee and supports MSD's vision.



## Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	39,278,730	17,698,910	35,008,490	17,309,570	36,792,280
Employee Benefits	17,178,780	8,397,170	16,346,920	7,949,750	18,362,260
Other Expenses	58,476,350	28,749,700	66,936,090	38,186,390	67,969,360
Properties	4,221,250	2,206,630	5,783,730	3,577,110	5,949,580
Debt Service	90,823,500	50,364,750	106,419,690	56,054,940	117,500,490
<b>Operating Total</b>	<b>209,978,610</b>	<b>107,417,160</b>	<b>230,494,920</b>	<b>123,077,760</b>	<b>246,573,970</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>209,978,610</b>	<b>107,417,160</b>	<b>230,494,920</b>	<b>123,077,760</b>	<b>246,573,970</b>
Capital Projects	249,372,800	0	308,274,600	308,274,600	280,691,900
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	258,777,200	267,543,500	272,297,000	4,753,500	272,297,000
Total Full-time Equivalent Positions	764.08	770.00	721.46	(48.54)	747.46





### Department Programs

1. Stormwater - Admin. & Financial Management
2. Stormwater - Engineering
3. Stormwater - Operations & Maintenance
4. Stormwater - NPDES Compliance
5. Stormwater - Flood Control
6. Office of the Director/Administration
7. Wastewater Engineering
8. Information Technology
9. Wastewater Treatment
10. Wastewater Collection
11. Industrial Waste
12. Sewer Backup Response Program

### Program Summaries

#### Program 1: Stormwater - Admin. & Financial Management

**Description:** Oversees the operational and financial functions of the Stormwater Management Utility (SMU).

**Goal:** To provide efficient, cost-effective leadership and management of the Stormwater Management Utility (SMU).

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	146,400	92,560	200,770	108,210	177,320
Employee Benefits	58,410	31,100	64,850	33,740	58,650
Other Expenses	670,970	347,580	623,650	276,080	624,930
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>875,780</b>	<b>471,240</b>	<b>889,270</b>	<b>418,030</b>	<b>860,900</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>875,780</b>	<b>471,240</b>	<b>889,270</b>	<b>418,030</b>	<b>860,900</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	9,987,200	4,753,500	9,507,000	4,753,500	9,507,000
Total Full-time Equivalent Positions	3.00	4.00	3.00	(1.00)	2.00



### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
466,360	(1.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases and is offset by a decrease in personnel and benefits. The change in FTE is due to a net decrease in partial year position specific vacancies.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(11,100)	0.00	(11,430)	0.00	Stormwater Management	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(38,080)	0.00	(78,080)	(1.00)	Stormwater Management	This represents the transfer of a position to the Metropolitan Sewer District effective January 2014 resulting from efficiencies in joint utility management.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
900	0.00	1,800	0.00	Stormwater Management	This increase provides resources for the Stormwater Management Utility (SMU)'s portion of the City's Enterprise-wide Information Technology (IT) project costs.

## Performance Measures

### Performance Objective

Ensure the accuracy of all Stormwater Management Utility billing accounts.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customer billing inquiries investigated and resolved with feedback provided to the customer within five working days.	Percentage	99.00	99.00	99.00

## Departmental Budgets

### Sewers



### Program 2: Stormwater - Engineering

**Description:** This program includes planning and design of Capital Improvement Projects as well as facility planning, major improvements, rehabilitation, repair, and facility operations and maintenance for the City of Cincinnati's flood control facilities maintained by

**Goal:** To assess stormwater infrastructure to address life safety issues, flooding, and infrastructure protection.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	88,420	45,280	553,690	508,410	563,750
Employee Benefits	34,820	19,440	244,660	225,220	249,670
Other Expenses	290,730	144,060	1,223,680	1,079,630	1,224,410
Properties	0	0	0	0	0
Debt Service	0	0	719,690	719,690	700,490
<b>Operating Total</b>	<b>413,970</b>	<b>208,780</b>	<b>2,741,720</b>	<b>2,532,950</b>	<b>2,738,320</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>413,970</b>	<b>208,780</b>	<b>2,741,720</b>	<b>2,532,950</b>	<b>2,738,320</b>
Capital Projects	0	0	861,000	861,000	600,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	1.00	1.00	8.00	7.00	8.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,596,650	8.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases and is offset by a decrease in personnel and benefits and contractual services. There is no change in FTE.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(71,890)	(1.00)	(75,950)	(1.00)	Stormwater Management	This represents the elimination of a position resulting from efficiencies in joint utility management.

## Performance Measures

### Performance Objective

Incorporate sustainable infrastructure into drainage projects where feasible.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of projects where environmentally friendly strategies were evaluated for sustainable infrastructure solutions.	Percentage	75.00	25.00	25.00



### Program 3: Stormwater - Operations & Maintenance

**Description:** This program provides support to customers, conducts condition assessment, as well as operational maintenance programs related to the existing storm drainage infrastructure of the Stormwater Management Utility (SMU).

**Goal:** To clean and maintain public stormwater related infrastructure.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	512,180	277,360	602,450	325,090	617,180
Employee Benefits	220,840	133,360	292,090	158,730	298,550
Other Expenses	2,758,320	1,408,520	2,884,790	1,476,280	2,976,350
Properties	47,000	37,500	87,050	49,550	82,000
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,538,340</b>	<b>1,856,740</b>	<b>3,866,380</b>	<b>2,009,650</b>	<b>3,974,080</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,538,340</b>	<b>1,856,740</b>	<b>3,866,380</b>	<b>2,009,650</b>	<b>3,974,080</b>
Capital Projects	1,032,000	0	0	0	300,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	9.00	11.00	11.00	0.00	11.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,993,600	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases and is also due to an increase in personnel and benefits, and increases in supplies and materials and equipment related to a new Flush/Vacuum Truck that is now in service. There is no change in FTE.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
7,280	0.00	7,280	0.00	Stormwater Management	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.

### Performance Measures

#### Performance Objective

Minimize the occurrence of street flooding due to blocked inlets through inlet inspection.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of total inlets inspected and cleaned annually.	Percentage	50.00	50.00	50.00

## Departmental Budgets

### Sewers



#### Program 4: Stormwater - NPDES Compliance

**Description:** This program includes regulation, permitting, and enforcement services in the Stormwater Management Utility (SMU).

**Goal:** The Stormwater Management Utility will meet and exceed all Federal standards under their National Pollutant Discharge Elimination System (NPDES) Permit and all requirements under the Clean Water Act (goal is 100% of requirement met).

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	257,440	184,610	0	(184,610)	0
Employee Benefits	97,220	82,780	0	(82,780)	0
Other Expenses	472,790	191,550	0	(191,550)	0
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>827,450</b>	<b>458,940</b>	<b>0</b>	<b>(458,940)</b>	<b>0</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>827,450</b>	<b>458,940</b>	<b>0</b>	<b>(458,940)</b>	<b>0</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	4.00	7.00	0.00	(7.00)	0.00



**Program 5: Stormwater - Flood Control**

**Description:** This program includes facility planning, major improvements, rehabilitation, repair, and facility operations and maintenance for the Stormwater Management Utility (SMU).

**Goal:** Maintain critical flood control facilities and ensure that flood control levees, walls, gates, valves, and pumps are ready for an emergency.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	83,200	42,650	0	(42,650)	0
Employee Benefits	33,780	18,700	0	(18,700)	0
Other Expenses	496,920	285,520	0	(285,520)	0
Properties	0	0	0	0	0
Debt Service	823,500	364,750	0	(364,750)	0
<b>Operating Total</b>	<b>1,437,400</b>	<b>711,620</b>	<b>0</b>	<b>(711,620)</b>	<b>0</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,437,400</b>	<b>711,620</b>	<b>0</b>	<b>(711,620)</b>	<b>0</b>
Capital Projects	516,500	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	1.00	1.00	0.00	(1.00)	0.00

## Departmental Budgets

### Sewers



#### Program 6: Office of the Director/Administration

**Description:** Manage the department's centralized support services along with the overall leadership of the organization.

**Goal:** Provide excellent internal and external customer service, and human resources development.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	4,262,770	1,791,310	4,341,730	2,550,420	4,434,950
Employee Benefits	1,587,650	692,220	1,632,120	939,900	1,842,190
Other Expenses	8,973,690	3,853,950	7,846,300	3,992,350	7,823,240
Properties	4,174,250	2,169,130	5,696,680	3,527,560	5,867,580
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>18,998,360</b>	<b>8,506,610</b>	<b>19,516,830</b>	<b>11,010,230</b>	<b>19,967,960</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>18,998,360</b>	<b>8,506,610</b>	<b>19,516,830</b>	<b>11,010,230</b>	<b>19,967,960</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	248,790,000	262,790,000	262,790,000	0	262,790,000
Total Full-time Equivalent Positions	64.15	66.00	58.00	(8.00)	58.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
10,941,730	(7.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in previously capitalized expenses that are now included in the operating budget. The change in FTE is due to a reduction of administrative and engineering positions.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(1,395,040)	0.00	(1,290,520)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
1,572,390	0.00	1,619,540	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(192,140)	(2.00)	(196,560)	(2.00)	Metropolitan Sewer District	This represents the elimination of positions resulting from efficiencies in joint utility management.
37,090	1.00	76,010	1.00	Metropolitan Sewer District	This represents the transfer of a position from the Stormwater Management Utility effective January 2014 resulting from efficiencies in joint utility management.



### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
49,100	0.00	83,500	0.00	Metropolitan Sewer District	This increase provides resources for the Metropolitan Sewer District (MSD)'s portion of the City's Enterprise-wide Information Technology (IT) project costs.

### Performance Measures

#### Performance Objective

Provide timely service to external customers.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of sewer backup responses within four hours of request.	Percentage	93.00	90.00	90.00
Average time in minutes from when a MSD crew arrives at customer property to the time the MSD crew finishes the sewer backup investigation.	Whole Number	45.00	60.00	60.00



## Departmental Budgets

### Sewers



#### Program 7: Wastewater Engineering

**Description:** Provide quality and on-time engineering services to internal and external customers.

**Goal:** Ensure timely compliance with the Consent Decree, which requires meeting the project milestones set by the Department of Justice.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	5,191,150	2,495,120	3,296,140	801,020	4,149,800
Employee Benefits	2,305,910	1,284,400	1,366,650	82,240	2,062,090
Other Expenses	908,170	513,370	6,278,170	5,764,810	6,384,500
Properties	0	0	0	0	0
Debt Service	90,000,000	50,000,000	105,700,000	55,700,000	116,800,000
<b>Operating Total</b>	<b>98,405,230</b>	<b>54,292,890</b>	<b>116,640,960</b>	<b>62,348,070</b>	<b>129,396,390</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>98,405,230</b>	<b>54,292,890</b>	<b>116,640,960</b>	<b>62,348,070</b>	<b>129,396,390</b>
Capital Projects	247,824,300	0	307,413,600	307,413,600	279,791,900
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	156.16	155.00	128.00	(27.00)	155.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
56,309,460	(28.00)	All Funds	This program reflects a Metropolitan Sewer District Fund increase which is primarily attributable to increases in personnel and benefits. The change in FTE is related to an elimination of engineering positions.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
345,950	4.00	358,460	4.00	Metropolitan Sewer District	This increase provides for two Public Works Inspector 2 positions, a Senior Engineer position, and a Supervising Engineer position for the Engineering and Quality Assurance program.
(157,950)	0.00	(155,470)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
406,220	0.00	418,410	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
5,700,000	0.00	16,800,000	0.00	Metropolitan Sewer District	This increase will provide an increase in debt service.
(232,600)	(3.00)	(244,210)	(3.00)	Metropolitan Sewer District	This represents the elimination of positions resulting from efficiencies in joint utility management.



## Performance Measures

### Performance Objective

Comply with approved and established capital project and program scopes, schedules, and budgets.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of capital improvement construction projects completed on schedule.	Percentage	100.00	90.00	90.00

## Departmental Budgets

### Sewers



### Program 8: Information Technology

**Description:** Provide Information Systems planning, implementation, and support services.

**Goal:** Provide a reliable and secure network environment to improve MSD's business efficiency.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	2,197,250	951,750	1,645,470	693,720	1,699,210
Employee Benefits	855,920	413,700	724,030	310,330	794,550
Other Expenses	3,578,230	2,146,620	3,628,900	1,482,280	3,718,950
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>6,631,400</b>	<b>3,512,070</b>	<b>5,998,400</b>	<b>2,486,330</b>	<b>6,212,710</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>6,631,400</b>	<b>3,512,070</b>	<b>5,998,400</b>	<b>2,486,330</b>	<b>6,212,710</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	32.00	31.00	26.73	(4.27)	26.73

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
3,234,260	0.73	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to the consolidation of all office machine rentals across all divisions into this program. The change in FTE is due to an increase in a partial year co-op position.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(1,286,840)	0.00	(1,325,440)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
1,013,900	0.00	1,044,320	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(138,270)	(1.00)	(144,600)	(1.00)	Metropolitan Sewer District	This reduction represents the transfer of one Information Technology Assistant Manager from the Metropolitan Sewer District to the Department of Enterprise Technology Solutions.
(338,510)	(4.00)	(354,570)	(4.00)	Metropolitan Sewer District	This represents the elimination of positions resulting from efficiencies in joint utility management.



## Performance Measures

### Performance Objective

Provide a highly reliable information technology system infrastructure for managing MSD business.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage availability of critical business systems maintained by the IT division.	Percentage	99.00	99.00	99.00

## Departmental Budgets

### Sewers



### Program 9: Wastewater Treatment

**Description:** Reclaim wastewater and return it to the environment.

**Goal:** Operate and maintain seven water reclamation facilities (WRFs) and associated pump stations.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	15,740,530	7,169,070	13,840,230	6,671,160	14,081,570
Employee Benefits	6,956,820	3,454,630	6,652,430	3,197,810	7,163,850
Other Expenses	27,003,590	13,062,490	24,633,150	11,570,670	25,123,380
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>49,700,940</b>	<b>23,686,190</b>	<b>45,125,810</b>	<b>21,439,640</b>	<b>46,368,800</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>49,700,940</b>	<b>23,686,190</b>	<b>45,125,810</b>	<b>21,439,640</b>	<b>46,368,800</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	281.77	282.00	258.00	(24.00)	258.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
22,759,720	(7.00)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in personnel and benefits. The change in FTE is due to a decrease of engineering and maintenance positions.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
129,350	0.00	133,230	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
(333,440)	(4.00)	(343,740)	(4.00)	Metropolitan Sewer District	This transfers an Assistant Treatment Superintendent position and three Laboratory Technician 3 positions to the Industrial Waste program.
(90,760)	0.00	(90,760)	0.00	Metropolitan Sewer District	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(987,970)	(13.00)	(1,034,880)	(13.00)	Metropolitan Sewer District	This represents the elimination of positions resulting from efficiencies in joint utility management.



## Performance Measures

### Performance Objective

Meet or exceed the regulatory compliance established through National Pollutant Discharge Elimination System (NPDES) permit.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of NPDES reporting data met or performed better than the limits set by Environmental Protection Agency (EPA).	Percentage	99.90	99.30	99.30

## Departmental Budgets

### Sewers



### Program 10: Wastewater Collection

**Description:** Collect wastewater and convey it to the regional wastewater reclamation facilities.

**Goal:** Operate and maintain 3,100 miles of pipe proactively.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	7,667,220	3,298,120	6,822,350	3,524,240	6,996,190
Employee Benefits	3,709,550	1,670,490	3,552,790	1,882,300	3,880,070
Other Expenses	8,224,050	4,616,100	12,831,930	8,215,830	13,066,550
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>19,600,820</b>	<b>9,584,710</b>	<b>23,207,070</b>	<b>13,622,370</b>	<b>23,942,810</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>19,600,820</b>	<b>9,584,710</b>	<b>23,207,070</b>	<b>13,622,370</b>	<b>23,942,810</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	158.00	158.00	162.00	4.00	162.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
13,646,270	4.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in previously capitalized expenses that are now included in the operating budget. The change in FTE is due to an increase in administrative and engineering positions which is partially offset by the transfer of three positions to the Sewer Backup Response Program.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
30	0.00	(1,730)	0.00	Metropolitan Sewer District	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.

## Performance Measures

### Performance Objective

Minimize sewer overflows and deterioration with a systematic preventive maintenance program.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of surveyed sewer backup customers who report receiving courteous and respectful treatment from MSD employees.	Percentage	96.70	95.00	95.00
Number of cleanouts installed.	Number	1,052.00	2,000.00	2,000.00



**Program 11: Industrial Waste**

**Description:** Monitor and regulate industrial and commercial customers, and provide analytical laboratory services.

**Goal:** Protect MSD assets through industry surveillance, and provide lab analysis support.

**Program Budget Summary**

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	3,132,160	1,351,100	3,512,390	2,161,300	3,873,400
Employee Benefits	1,317,840	596,350	1,717,400	1,121,060	1,907,360
Other Expenses	1,488,510	633,690	1,475,960	842,270	1,517,490
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>5,938,510</b>	<b>2,581,140</b>	<b>6,705,750</b>	<b>4,124,630</b>	<b>7,298,250</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>5,938,510</b>	<b>2,581,140</b>	<b>6,705,750</b>	<b>4,124,630</b>	<b>7,298,250</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	54.00	54.00	63.73	9.73	63.73

**Adjustments to Costs to Maintain Current Program Services**

Budget	FTE	Fund	Description
3,907,720	7.73	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in personnel and benefits and materials and supplies. The change in FTE is due to the transfer of laboratory positions from the Wastewater Treatment program.

**On-Going Significant Program Changes**

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(77,500)	0.00	(79,820)	0.00	Metropolitan Sewer District	This represents an increase in reimbursements from the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
133,890	0.00	137,910	0.00	Metropolitan Sewer District	This represents an increase in reimbursements to the Greater Cincinnati Water Works (GCWW) under the joint utility shared services agreement.
333,440	4.00	343,750	4.00	Metropolitan Sewer District	This transfers an Assistant Treatment Superintendent position and three Laboratory Technician 3 positions from the Wastewater Treatment program.
1,910	0.00	0	0.00	Metropolitan Sewer District	This aligns the budget for fleet maintenance and fuel with projected expenditure levels.
(136,160)	(2.00)	(141,480)	(2.00)	Metropolitan Sewer District	This represents the elimination of positions resulting from efficiencies in joint utility management.



## Departmental Budgets

### Sewers



### Performance Measures

#### Performance Objective

Provide lab analysis support to internal customers.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Average total cost per analysis performed by Division of Industrial Waste (Total laboratory costs include salaries, wages, benefits, chemicals, equipment, and supplies.)	Dollar Amount	6.64	9.00	9.00



## Program 12: Sewer Backup Response Program

**Description:** Provide customer relief for capacity related sewer backup

**Goal:** Comply with Consent Decree requirements for response and assistance to Sewer Backup (SBU) customers.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	0	0	193,260	193,260	198,910
Employee Benefits	0	0	99,900	99,900	105,290
Other Expenses	3,610,390	1,546,280	5,509,550	3,963,270	5,509,550
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,610,390</b>	<b>1,546,280</b>	<b>5,802,710</b>	<b>4,256,430</b>	<b>5,813,750</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,610,390</b>	<b>1,546,280</b>	<b>5,802,710</b>	<b>4,256,430</b>	<b>5,813,750</b>
Capital Projects	0	0	0	0	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	0.00	0.00	3.00	3.00	3.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
4,256,120	3.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to an increase in contractual services and personnel and benefits. The change in FTE is due to the transfer of three positions from the Wastewater Collection program.

## Performance Measures

### Performance Objective

Respond with Sewer Backup Response service in compliance with the Consent Decree to minimize sewerage outflow into basements.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Average cost for each sewer backup cleanup that is the responsibility of MSD.	Dollar Amount	4,128.00	4,500.00	4,500.00

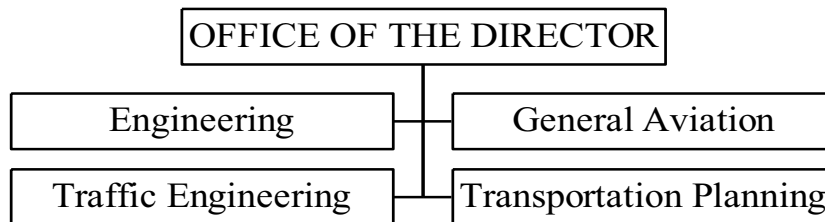


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## Transportation & Engineering

The mission of the Department of Transportation and Engineering is to plan, build, and manage a safe, efficient and progressive transportation system that supports the environment, neighborhood vitality and economic development. This is accomplished through innovation, effective partnerships and exceptional customer service.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	4,695,130	2,476,470	4,839,910	2,363,440	4,884,520
Employee Benefits	2,269,090	1,084,040	2,269,220	1,185,180	2,370,580
Other Expenses	4,566,130	2,027,170	4,034,010	2,006,840	4,161,170
Properties	106,870	55,150	112,000	56,860	115,710
Debt Service	75,360	37,560	68,790	31,230	64,050
<b>Operating Total</b>	<b>11,712,580</b>	<b>5,680,390</b>	<b>11,323,930</b>	<b>5,643,550</b>	<b>11,596,030</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>11,712,580</b>	<b>5,680,390</b>	<b>11,323,930</b>	<b>5,643,550</b>	<b>11,596,030</b>
Capital Projects	24,035,600	14,188,700	16,179,400	1,990,700	22,601,900
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,555,000	1,265,300	2,542,100	1,276,800	2,567,100
Total Full-time Equivalent Positions	173.36	173.00	171.40	(1.60)	171.40



## Department Programs

1. Director's Office
2. Transportation Planning and Urban Design
3. Engineering
4. Traffic Engineering
5. General Aviation

## Program Summaries

### Program 1: Director's Office

**Description:** This program provides leadership; establishes and manages relationships with citizens, City Council, community leaders, other City departments, and relevant local & regional organizations; and responds to customer and City Council requests.

**Goal:** Lead, manage, and oversee the work of the Department of Transportation and Engineering to accomplish the departmental Business Plan consistent with the vision of the City Manager and policy direction received from the City Council.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	804,300	402,390	794,410	392,020	802,110
Employee Benefits	353,200	180,270	358,860	178,590	379,020
Other Expenses	108,510	44,800	113,840	69,040	117,700
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>1,266,010</b>	<b>627,460</b>	<b>1,267,110</b>	<b>639,650</b>	<b>1,298,830</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,266,010</b>	<b>627,460</b>	<b>1,267,110</b>	<b>639,650</b>	<b>1,298,830</b>
Capital Projects	150,000	0	123,000	123,000	129,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	16.02	16.00	15.00	(1.00)	15.00

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
662,880	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases.

### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(23,420)	(1.00)	(23,340)	(1.00)	General Fund	This position is being transferred to the Income Tax Infrastructure Fund of the Engineering Division to provide assistance.



## Performance Measures

### Performance Objective

Implement the Departmental Business Plan.

	Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of Business Plan Implemented.		Percentage	80.00	80.00	80.00

## Departmental Budgets

### Transportation & Engineering



#### Program 2: Transportation Planning and Urban Design

**Description:** Responsible to improve citizens, mobility and quality of life through the City's vehicular, rail, bicycle, and pedestrian transportation systems. This program coordinates, designs, and prepares short and long-term plans for infrastructure improvements.

**Goal:** Improve safety, mobility, and appearance of Cincinnati's transportation system consistent with available resources.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	256,310	130,240	249,900	119,670	251,730
Employee Benefits	135,880	43,950	120,640	76,690	126,750
Other Expenses	139,530	65,320	142,090	76,770	146,840
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>531,720</b>	<b>239,510</b>	<b>512,630</b>	<b>273,130</b>	<b>525,320</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>531,720</b>	<b>239,510</b>	<b>512,630</b>	<b>273,130</b>	<b>525,320</b>
Capital Projects	3,675,000	1,990,000	3,118,000	1,128,000	3,572,500
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	15.75	16.00	15.75	(0.25)	15.75

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
272,750	(0.25)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The decrease in FTE reflects minor personnel adjustments.

## Performance Measures

### Performance Objective

Complete downtown and neighborhood gateway projects that meet the needs of the stakeholders (work-group participants).

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of stakeholder group satisfaction with downtown, business district streetscape, and neighborhood gateway projects.	Percentage	85.00	85.00	85.00



### Program 3: Engineering

**Description:** This program preserves and enhances the City's multimodal transportation system, including public roadways, bridges, and retaining walls. The program includes design, project management, construction review, and oversees private use of the right-of-way.

**Goal:** Preserve the condition of Cincinnati's transportation system assets, including pavements, curbs, bridges, retaining walls, sidewalks, and stairways.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,544,920	905,730	1,713,020	807,290	1,715,160
Employee Benefits	942,020	390,850	838,650	447,790	865,290
Other Expenses	572,140	218,180	566,200	348,020	583,590
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>3,059,080</b>	<b>1,514,760</b>	<b>3,117,870</b>	<b>1,603,100</b>	<b>3,164,040</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>3,059,080</b>	<b>1,514,760</b>	<b>3,117,870</b>	<b>1,603,100</b>	<b>3,164,040</b>
Capital Projects	18,067,000	12,198,700	10,916,500	(1,282,200)	16,650,600
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	445,000	235,000	477,000	242,000	502,000
Total Full-time Equivalent Positions	101.59	101.00	100.65	(0.35)	100.65

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
1,605,090	(1.35)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases. The decrease in FTE reflects minor personnel adjustments.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
23,420	1.00	23,340	1.00	Income Tax-Infrastructure	This position is being transferred from the General Fund of the Director's Office to provide assistance to the Engineering Division.
(3,000)	0.00	(3,000)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.
(24,510)	0.00	(24,510)	0.00	Income Tax-Infrastructure	This represents a decrease in fleet repairs and fuel.

### Performance Measures

#### Performance Objective

Maintain the condition of city bridges at a standard consistent with public safety and available funding.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of city bridges that are open with no load restrictions. (Indicates that bridge is at least in 'fair' condition meaning that all primary structural elements are sound.)	Percentage	100.00	95.00	95.00



## Departmental Budgets

### Transportation & Engineering



#### Performance Objective

Review permit applications (e.g., street openings, sidewalk barricades, etc.) and issue permits within specified timeframe.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of permits issued within three weeks after application date.	Percentage	87.00	80.00	80.00



### Program 4: Traffic Engineering

**Description:** This program is responsible for the design, review, and supervision of traffic control, street lighting, and traffic signal systems. This program includes event and construction maintenance of traffic and requests for additional street lighting.

**Goal:** To manage the City's traffic signal, traffic control, and street lighting systems to encourage safe and efficient travel, enhance the quality of life for residents, and encourage and sustain economic development.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	1,381,490	687,580	1,384,870	697,280	1,406,320
Employee Benefits	559,670	310,230	623,230	313,000	654,340
Other Expenses	3,064,510	1,398,590	2,641,870	1,243,280	2,726,480
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>5,005,670</b>	<b>2,396,400</b>	<b>4,649,970</b>	<b>2,253,560</b>	<b>4,787,140</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>5,005,670</b>	<b>2,396,400</b>	<b>4,649,970</b>	<b>2,253,560</b>	<b>4,787,140</b>
Capital Projects	1,567,500	0	1,419,300	1,419,300	1,620,700
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	15,000	10,000	15,100	5,100	15,100
Total Full-time Equivalent Positions	27.00	27.00	27.00	0.00	27.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
2,454,740	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in electric charges for street lighting.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(5,480)	0.00	(5,480)	0.00	General Fund	This represents a decrease in fleet repairs and fuel.
(3,800)	0.00	(3,800)	0.00	Income Tax-Infrastructure	This represents a decrease in fleet repairs and fuel.
(192,270)	0.00	(192,270)	0.00	General Fund	This represents projected savings through the open market purchase of electric for street lights and traffic signals.

### Performance Measures

#### Performance Objective

Respond to council referrals and close CSRs by stated deadlines.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of responses that meet deadlines.	Percentage	87.00	85.00	85.00

## Departmental Budgets

### Transportation & Engineering



#### Program 5: General Aviation

**Description:** This program includes the operational and administrative oversight of the Lunken Municipal Airport and its strategic placement in the national aviation system plan, as well as ground maintenance for those City-owned portions of the Blue Ash Airport.

**Goal:** Maintain aviation facilities that are an integral part of a national transportation system providing for the safe and efficient movement of people and property enhancing the economic opportunities and well being of the City of Cincinnati.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	708,100	350,530	697,700	347,170	709,200
Employee Benefits	278,320	158,740	327,850	169,110	345,180
Other Expenses	681,440	300,280	570,010	269,730	586,560
Properties	106,870	55,150	112,000	56,860	115,710
Debt Service	75,360	37,560	68,790	31,230	64,050
<b>Operating Total</b>	<b>1,850,090</b>	<b>902,260</b>	<b>1,776,350</b>	<b>874,100</b>	<b>1,820,700</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>1,850,090</b>	<b>902,260</b>	<b>1,776,350</b>	<b>874,100</b>	<b>1,820,700</b>
Capital Projects	576,100	0	602,600	602,600	629,100
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	2,095,000	1,020,300	2,050,000	1,029,700	2,050,000
Total Full-time Equivalent Positions	13.00	13.00	13.00	0.00	13.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
929,320	0.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in automotive equipment, grounds maintenance, and debt service.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(55,350)	0.00	(55,350)	0.00	General Aviation	This represents a decrease in fleet repairs and fuel.

## Performance Measures

### Performance Objective

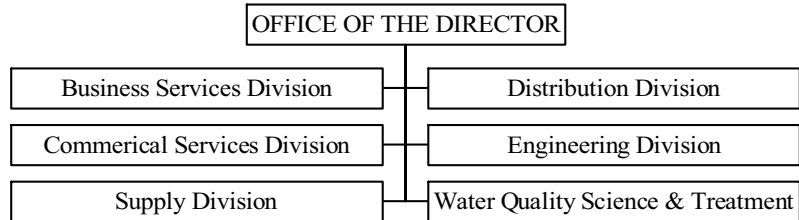
Operate Lunken Airport as a self sufficient operation.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of annual revenues compared to annual expenditures.	Percentage	150.00	100.00	100.00



## Water Works

The mission of the Greater Cincinnati Water Works is to provide its customers with a plentiful supply of the highest quality water and outstanding services in a financially responsible manner.



### Departmental Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	30,445,600	15,735,670	31,688,180	15,952,520	32,254,160
Employee Benefits	13,113,100	7,280,650	14,832,260	7,551,610	15,714,660
Other Expenses	33,186,910	15,868,050	37,069,550	21,201,500	39,121,000
Properties	939,900	445,430	1,001,150	555,720	1,034,280
Debt Service	41,140,040	21,698,090	48,180,320	26,482,230	49,783,650
<b>Operating Total</b>	<b>118,825,550</b>	<b>61,027,890</b>	<b>132,771,460</b>	<b>71,743,580</b>	<b>137,907,750</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>118,825,550</b>	<b>61,027,890</b>	<b>132,771,460</b>	<b>71,743,580</b>	<b>137,907,750</b>
Capital Projects	43,798,000	42,650,300	48,191,700	5,541,400	50,292,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	610.16	617.95	631.81	13.86	634.03

## Departmental Budgets

### Water Works



## Department Programs

1. Departmental Support Services
2. Commercial Services
3. Supply
4. Distribution
5. Water Quality Science & Treatment
6. Engineering

## Program Summaries

### Program 1: Departmental Support Services

**Description:** This program is dedicated to managing the Department's central support services including financial management, information technology, procuring and maintaining the fleet, managing inventory, securing new customers, employee safety, and personnel.

**Goal:** Optimize the use of fiscal resources; develop a workforce and work environment; provide customer focused services to the region; and provide overall leadership and direction to the organization.

### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	5,609,480	2,855,660	6,012,570	3,156,910	6,194,560
Employee Benefits	2,224,590	1,229,250	2,632,720	1,403,480	2,773,860
Other Expenses	4,363,670	2,731,550	5,509,310	2,777,750	6,430,000
Properties	939,900	445,430	1,001,150	555,720	1,034,280
Debt Service	41,140,040	21,698,090	48,180,320	26,482,230	49,783,650
<b>Operating Total</b>	<b>54,277,680</b>	<b>28,959,980</b>	<b>63,336,070</b>	<b>34,376,090</b>	<b>66,216,350</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>54,277,680</b>	<b>28,959,980</b>	<b>63,336,070</b>	<b>34,376,090</b>	<b>66,216,350</b>
Capital Projects	360,000	1,787,000	2,370,500	583,500	1,493,500
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	100.59	100.83	104.49	3.66	104.49

### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
31,313,080	11.66	All Funds	This program reflects a Water Works Fund increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in personnel expenditures due to structural changes within the organization.



### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
29,190	0.00	29,920	0.00	Water Works	This increase will provide reimbursement for services provided by the Metropolitan Sewer District as a result of the Joint Utility Management Plan (JUMP) recommendations.
1,556,740	19.00	1,608,750	19.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(1,671,630)	(19.00)	(1,727,280)	(19.00)	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(14,540)	0.00	(3,470)	0.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(78,460)	0.00	(80,070)	0.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
2,664,710	0.00	2,744,600	0.00	Water Works	This represents services provided by the Metropolitan Sewer District as part of the joint utility.
(1,781,760)	0.00	(1,835,210)	0.00	Water Works	This represents services provided to the Metropolitan Sewer District as part of the joint utility.
(28,420)	0.00	(29,260)	0.00	Water Works	This represents a decrease in fleet repairs and fuel.
2,813,700	0.00	5,682,910	0.00	Water Works	Increases in debt service are due to the Utility's ability to take advantage of low interest state revolving fund loans, 2012 debt service bond issuance and subsequent debt repayment, and the additional interest amount for the Build America Bond (BAB) subsidy that had historically been used to offset the interest payment on the BAB's. Due to sequestration and cuts to the BAB interest subsidy, the full cost to the Utility needs to be realized.
(659,560)	(8.00)	(689,410)	(8.00)	Water Works	This represents the elimination of positions resulting from efficiencies in joint utility management.

### One-Time Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
48,200	0.00	80,900	0.00	Water Works	This increase will provide resources for the Greater Cincinnati Water Works' portion of the City's Enterprise-wide Information Technology (IT) project costs.
200,000	0.00	0	0.00	Water Works	This increase will provide for an Environmental Protection Agency (EPA) recommended water emergency exercise, which is intended to prepare employees for emergency situations.

### Performance Measures

#### Performance Objective

Maintain (or upgrade) bond ratings.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Bond ratings from Standard & Poor's (AAA) and Moody's (Aaa). Each bond rating represents 'high quality.'	Yes/No	Yes	Yes	Yes

## Departmental Budgets

### Water Works



### Program 2: Commercial Services

**Description:** This program is dedicated to promoting strong client relationships as well as creating and promoting new business and service opportunities.

**Goal:** Provide outstanding customer service and build positive relationships between the public and GCWW.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	3,055,540	1,807,450	3,529,560	1,722,110	3,679,020
Employee Benefits	1,138,720	758,570	1,516,360	757,790	1,672,050
Other Expenses	2,008,690	1,339,750	2,829,390	1,489,640	2,653,480
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>6,202,950</b>	<b>3,905,770</b>	<b>7,875,310</b>	<b>3,969,540</b>	<b>8,004,550</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>6,202,950</b>	<b>3,905,770</b>	<b>7,875,310</b>	<b>3,969,540</b>	<b>8,004,550</b>
Capital Projects	0	0	1,500,000	1,500,000	0
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	52.54	75.12	76.12	1.00	78.34

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
4,063,050	1.00	All Funds	This program reflects a Water Works Fund increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by a decrease in consulting services and reductions in personnel expenditures due to structural changes within the organization.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
329,190	3.00	344,850	3.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(190,700)	(3.00)	(197,140)	(3.00)	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
10,260	0.00	10,560	0.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(251,460)	0.00	(259,000)	0.00	Water Works	This represents services provided to the Metropolitan Sewer District as part of the joint utility.

### Performance Measures

#### Performance Objective

To optimize the customer experience by providing prompt service.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of calls answered within 35 seconds.	Percentage	68.29	80.00	80.00



**Performance Objective**

Maximize the number of customers satisfied with the way GCWW handles questions or problems.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of customers who have had dealings with GCWW that are very satisfied or somewhat satisfied with the way their question or problem was handled.	Percentage	83.70	85.00	85.00



## Departmental Budgets

### Water Works



#### Program 3: Supply

**Description:** This program is responsible for the preventative, predictive, and reactive maintenance for all GCWW facilities and equipment.

**Goal:** Maintain, repair, and rehabilitate all GCWW facilities and equipment.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	7,384,160	3,625,080	7,879,130	4,254,060	8,008,030
Employee Benefits	3,281,870	1,732,300	3,776,140	2,043,840	3,994,030
Other Expenses	12,989,640	5,770,120	14,008,320	8,238,200	14,428,150
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>23,655,670</b>	<b>11,127,500</b>	<b>25,663,590</b>	<b>14,536,100</b>	<b>26,430,210</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>23,655,670</b>	<b>11,127,500</b>	<b>25,663,590</b>	<b>14,536,100</b>	<b>26,430,210</b>
Capital Projects	140,000	2,732,000	2,712,000	(20,000)	1,164,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
<b>Total Full-time Equivalent Positions</b>	<b>141.02</b>	<b>136.00</b>	<b>149.00</b>	<b>13.00</b>	<b>149.00</b>

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
14,281,880	6.00	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to increases necessary to implement strategic business initiatives including asset management enhancements and process efficiency improvements.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
397,230	7.00	398,440	7.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
78,460	0.00	80,070	0.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(231,450)	0.00	(238,400)	0.00	Water Works	This represents services provided to the Metropolitan Sewer District as part of the joint utility.
(26,210)	0.00	(24,080)	0.00	Water Works	This represents a decrease in fleet repairs and fuel.
0	0.00	342,800	0.00	Water Works	This represents anticipated increases in capacity charges for electric in 2015. Costs are estimated to increase from \$28.33 per megawatt per day to \$126.99 per megawatt per day, which will significantly increase the cost of electric generation necessary for water treatment operations.



## Performance Measures

### Performance Objective

Maintain treatment equipment, buildings, facilities, tanks, pump stations and reservoirs.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percent of high priority PMs completed.	Percentage	93.00	90.00	90.00

## Departmental Budgets

### Water Works



#### Program 4: Distribution

**Description:** This program is responsible for the maintenance and repair of the water distribution system.

**Goal:** Repair infrastructure without interruption and provide sufficient fire flow for the safety of all customers.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	8,244,600	4,207,190	8,329,940	4,122,750	8,455,030
Employee Benefits	3,982,030	2,127,020	4,237,730	2,110,710	4,442,460
Other Expenses	7,078,130	2,993,200	7,398,060	4,404,860	8,298,240
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>19,304,760</b>	<b>9,327,410</b>	<b>19,965,730</b>	<b>10,638,320</b>	<b>21,195,730</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>19,304,760</b>	<b>9,327,410</b>	<b>19,965,730</b>	<b>10,638,320</b>	<b>21,195,730</b>
Capital Projects	0	137,500	275,000	137,500	137,500
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	183.00	166.00	167.00	1.00	167.00

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
11,114,640	5.00	All Funds	This program reflects a Water Works Fund increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is primarily offset by the elimination of multiple vacant positions.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(303,410)	(4.00)	(312,340)	(4.00)	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(2,180)	0.00	(2,240)	0.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
(163,730)	0.00	(153,350)	0.00	Water Works	This represents a decrease in fleet repairs and fuel.

## Performance Measures

### Performance Objective

To minimize the amount of time a customer is without water services during maintenance and repair activities.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Average number of hours a customer is without water service during maintenance and repair activities.	Whole Number	4.00	6.00	6.00



### Program 5: Water Quality Science & Treatment

**Description:** This program is responsible for source water quality activities and monitoring water quality throughout the distribution system.

**Goal:** Protect public health and provide high quality water to all customers.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	2,601,360	1,303,270	2,626,240	1,322,980	2,622,980
Employee Benefits	973,810	546,810	1,077,970	531,160	1,131,290
Other Expenses	5,767,830	2,355,230	6,213,770	3,858,540	6,186,200
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>9,343,000</b>	<b>4,205,310</b>	<b>9,917,980</b>	<b>5,712,680</b>	<b>9,940,470</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>9,343,000</b>	<b>4,205,310</b>	<b>9,917,980</b>	<b>5,712,680</b>	<b>9,940,470</b>
Capital Projects	0	979,000	346,000	(633,000)	221,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	40.05	45.00	42.46	(2.54)	42.46

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
5,462,260	(0.54)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is also due to increases for chemical costs and accrued time payments associated with anticipated retirements.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
(163,580)	(2.00)	(166,920)	(2.00)	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
30,570	0.00	31,490	0.00	Water Works	This represents services provided by the Metropolitan Sewer District as part of the joint utility.
(133,890)	0.00	(137,910)	0.00	Water Works	This represents services provided to the Metropolitan Sewer District as part of the joint utility.
(4,740)	0.00	(5,110)	0.00	Water Works	This represents a decrease in fleet repairs and fuel.
503,560	0.00	505,940	0.00	Water Works	This represents an increase in alum and potassium permanganate chemical costs.

### Performance Measures

#### Performance Objective

Achieve the highest level of regulatory compliance in water quality assurance.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of water quality samples taken from the treatment plants that meet regulatory compliance.	Percentage	100.00	100.00	100.00

## Departmental Budgets

### Water Works



#### Program 6: Engineering

**Description:** This program is dedicated to maintaining plant facility records and developing the distribution system plans for the Utility.

**Goal:** Manage risks involved with the assets of the Utility as well as manage the capital improvement program.

#### Program Budget Summary

	CY 2012 Budget	FY 2013 Stub Budget	FY 2014 Recommended	Change FY 2013 Stub Budget to FY 2014	FY 2015 Recommended
<b>Operating Budget</b>					
Personnel Services	3,550,460	1,937,020	3,310,730	1,373,720	3,294,530
Employee Benefits	1,512,070	886,700	1,591,340	704,630	1,700,980
Other Expenses	978,960	678,200	1,110,710	432,510	1,124,940
Properties	0	0	0	0	0
Debt Service	0	0	0	0	0
<b>Operating Total</b>	<b>6,041,490</b>	<b>3,501,920</b>	<b>6,012,780</b>	<b>2,510,860</b>	<b>6,120,450</b>
Internal Service Funds	0	0	0	0	0
<b>Total</b>	<b>6,041,490</b>	<b>3,501,920</b>	<b>6,012,780</b>	<b>2,510,860</b>	<b>6,120,450</b>
Capital Projects	43,298,000	37,014,800	40,988,200	3,973,400	47,276,000
Consolidated Plan Projects	0	0	0	0	0
Program Revenue	0	0	0	0	0
Total Full-time Equivalent Positions	92.96	95.00	92.74	(2.26)	92.74

#### Adjustments to Costs to Maintain Current Program Services

Budget	FTE	Fund	Description
3,118,010	(0.26)	All Funds	This program reflects an all funds increase, which is primarily due to the FY 2014 full year budget comparison to the FY 2013 stub budget plus standard inflationary increases, and is offset by an increase in reimbursements from capital projects.

#### On-Going Significant Program Changes

FY 2014		FY 2015		Fund	Description
Budget	FTE	Budget	FTE		
46,120	(1.00)	51,600	(1.00)	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
6,460	0.00	6,650	0.00	Water Works	This represents the restructuring of the utilities to meet joint utility functional areas.
120,900	0.00	124,520	0.00	Water Works	This represents services provided by Metropolitan Sewer District as part of the joint utility.
(659,940)	0.00	(679,740)	0.00	Water Works	This represents services provided to the Metropolitan Sewer District as part of the joint utility.
(22,600)	0.00	(14,780)	0.00	Water Works	This represents a decrease in fleet repairs and fuel.
(95,180)	(1.00)	(99,790)	(1.00)	Water Works	This represents the elimination of a position resulting from efficiencies in joint utility management.



## Performance Measures

### Performance Objective

Maintain a reliable infrastructure by replacing 1% of water main in Distribution system annually.

Unit of Measure	Unit	2012 Actual	2014 Target	2015 Target
Percentage of water mains replaced annually.	Percentage	0.92	1.00	1.00



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Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Citizen Complaint and Internal Audit	Citizen Complaint and Internal Audit	Administration	A	To provide administrative support to the Internal Audit and Citizen Complaint Investigative staff	No Change		\$316,410	3.00	\$0	\$0	\$0	\$0
Citizen Complaint and Internal Audit	Citizen Complaint and Internal Audit	Internal Audit	2	Performs performance audits in order to examine and evaluate the effectiveness and efficiency of management controls in all City departments and independent boards and commissions.	Decreased	Due to staffing changes.	\$426,530	4.00	\$606,802	\$606,802	\$0	\$0
Citizen Complaint and Internal Audit	Citizen Complaint and Internal Audit	Investigations, Research and Evaluation	1	Provides the community with an investigation that is clear, concise, focused, and understandable and enhances the public's awareness of both the role and complaint process of the CCA. Initiates community dialogue and disseminates information that will educate citizens on ways to avoid negative conflict and interactions with the police.	Decreased	Elimination of Chief Investigator Position	\$233,480	3.00	\$369,618	\$369,618	\$0	\$0
City Council	City Council & City Council Member Offices	City Council	A	Provides legislative oversight, policy direction and budget appropriation for all City departments and agencies.	No Change		\$1,996,770	27.00	\$1,996,770	\$1,996,770	\$0	\$
City Manager	Budget & Evaluation	Budget Administration	A	Provides administrative support to the Office of Budget and Evaluation to assist the City Manager in the allocation of fiscal, organizational, human and tangible resources for the organization.	No Change		\$428,590	4.21	\$0	\$0	\$0	\$
City Manager	Budget & Evaluation	Budget Development	1	Prepares biennial operating and capital budgets with accurate and relevant information in an easily understood manner to foster sound decision-making.	No Change		\$455,940	4.34	\$656,731	\$656,731	\$0	\$
City Manager	Budget & Evaluation	Budget Monitoring	1	Reviews and analyzes fiscal status of the organization by conducting periodic budget to actual reviews, preparing all fiscal related ordinances, reviewing and approving vacant positions, analyzing the impact of policies on operating costs, and ensuring compliance with established codes, policies and procedures.	No Change		\$192,860	2.05	\$294,788	\$294,788	\$0	\$
City Manager	Budget & Evaluation	Housing and Urban Development Compliance	2	Ensures fiscal and programmatic compliance with HUD funded grant activities, including managing database, preparing ordinances, approving contracts, and staying abreast of regulation changes.	Reorganized	Impacted by transfer of HUD Compliance and Monitoring program to Community Development	\$254,620	1.11	\$315,378	\$315,378	\$0	\$
City Manager	Budget & Evaluation	Special Projects and Policy Research	4	Provides analysis of management operations, research of best practices, and manage city-wide special projects to improve the quality and effectiveness of City services.	Decreased	Keep position vacant.	\$125,590	1.30	\$190,703	\$190,703	\$0	\$
City Manager	Economic Development	Central Business District Development - Downtown/OTR Development	2	Manages tax incentive programs, works with regional partners (Chamber, 3CDC, Port Authority, Findlay Market, etc.) to manage business retention efforts and provide vibrant development in Downtown and Over-the-Rhine neighborhoods.	No Change		\$564,950	5.10	\$1,044,695	\$1,044,695	\$0	\$
City Manager	Economic Development	Economic Development Administration	A	Fixed Cost	No Change		\$1,039,780	6.70	\$0	\$0	\$0	\$





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City Manager	Economic Development	Neighborhood Business Development	2	Manages tax incentive programs, provides assistance to neighborhood business districts and community councils to manage business retention efforts, create capital improvements, manage tax-increment financing projects, and create commercial development.	No Change		\$44,580	3.80	\$402,037	\$402,037	\$0	\$
City Manager	Economic Development	Quality of Life Programs Administration	4	Manages sidewalk & mobile food vendors, Capital Arts funding, Future Blooms, Film Commission and other programs.	No Change		\$18,000	1.00	\$112,068	\$112,068	\$0	\$
City Manager	Economic Development	Small Business Assistance	4	Provides various programs and services for small businesses, including loans, capacity development, business education and coaching, entrepreneurial training, incubation, and technical assistance.	No Change		\$37,861	1.00	\$101,690	\$101,690	\$0	\$
City Manager	Economic Development	Strategic Program for Urban Redevelopment/Go Cincinnati	1	Provides for the redevelopment of abandoned, vacant, or underutilized industrial, commercial and residential sites in accordance with the priorities set by the GO Cincinnati plan.	No Change		\$24,641	1.40	\$69,322	\$69,322	\$0	\$
City Manager	Office of Communications	CitiCable	4	Provides live coverage of all City Council and Council Committee meetings, including closed captioning, and provides other programming via CitiCable.	Decreased	This involves a decrease of one full-time position which is offset by an part-time position. Along with the elimination of closed captioning.	\$480,920	4.00	\$480,920	\$0	\$480,920	\$2,219,080
City Manager	Office of Communications	Media Bridges	4	Provides public and educational access programming via Media Bridges	Eliminated	This program is no longer funded in the budget	\$300,000	0.00	\$300,000	\$300,000	\$0	\$
City Manager	Office of Communications	Public Information	2	Provides resources for disseminating strategic communications that are delivered professionally through channels that are most timely, effective, and efficient.	Decreased	Miscellaneous non-personnel cuts.	\$250,000	2.00	\$250,000	\$250,000	\$0	\$
City Manager	Office Of Environmental Quality	City Energy Management	3	Leads the City's efforts in department-wide energy management education, development of tools to reduce City's energy use, and form department-wide collaboration to share ideas on energy reduction; and administer federal Energy Efficiency and Conservation Block Grant funds to save energy and promote other City objectives.	Eliminated	Energy Manager position eliminated	\$107,805	1.30	\$107,805	\$107,805	\$0	\$
City Manager	Office Of Environmental Quality	Environmental Compliance	3	Assure that City Government achieves and maintains compliance with applicable environmental laws and regulations and conforms to Best Management Practices through periodic environmental audits and in house environmental consulting.	No Change		\$107,328	1.05	\$107,328	\$107,328	\$0	\$



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City Manager	Office Of Environmental Quality	Environmental Economic Development	2	Provides leadership and management for environmental issues in economic development projects including managing high profile Brownfield projects; enforcing Title X of the City Code, which prohibits air emissions constituting a nuisance; providing environmental review of cut and fill permits to reduce contaminated soil risks; and managing green roof incentive program.	No Change		\$97,343	0.95	\$97,343	\$97,343	\$0	\$
City Manager	Office Of Environmental Quality	Promoting Sustainability	3	Promotes sustainability to the public via website, speaking engagements, newsletters, phone calls and emails; and manage the Green Cincinnati Plan which establishes goals for significantly reducing regional greenhouse gas emissions while preserving both economic development and transportation options throughout the region.	Decreased	Miscellaneous non-personnel cuts.	\$129,510	1.40	\$129,510	\$129,510	\$0	\$
City Manager	Office Of Environmental Quality	Recycling Programs	3	Provides an enhanced curbside recycling program that increases citizen participation and landfill diversion rates while minimizing overall costs to the City government; and provides recycling services for wastes generated in City buildings and at City functions.	Decreased	Change recycling incentives and reduce recycling for city facilities	\$2,765,644	1.30	\$2,765,644	\$2,215,644	\$550,000	\$
City Manager	Office of the City Manager	Cincinnati Initiative to Reduce Violence	4	Provides administrative oversight and grant funding to the Cincinnati Initiative to Reduce Violence (CIRV) program, which works to reduce the frequency of gang/group-related street violence.	Increased	CIRV funds were increased in 2013 and then decreased in 2014 but overall this still represents an increase from 2012.	\$411,310	0.00	\$411,310	\$411,310	\$0	\$
City Manager	Office of the City Manager	Contract Compliance	2	Administers and enforces the Small Business Enterprise (SBE), Equal Employment Opportunity (EEO) and the Living Wage Programs, Prevailing Wage laws, and Meet & Confer provisions to promote full and equal business opportunities with the City.	Costs Shifted	Eligible costs shifted to Income Tax Infrastructure Fund.	\$601,010	6.00	\$601,010	\$601,010	\$0	\$
City Manager	Office Of The City Manager	Office Of The City Manager	1	Chief Executive Officer providing overall leadership and top-level management of City operations.	Decreased/ Costs Shifted	Miscellaneous non-personnel cuts and increased reimbursements	\$1,034,130	8.00	\$1,034,130	\$1,034,130	\$0	\$
Clerk of Council	Clerk of Council	City Bulletin	3	Prepares, copies and distributes the weekly City Bulletin which is the official publication of the City containing ordinances, resolutions, motions, and various legal notices.	Decreased	Miscellaneous non-personnel cuts.	\$106,159	1.00	\$106,159	\$106,039	\$120	\$
Clerk of Council	Clerk of Council	City Council and Committee Sessions	1	Prepares the agenda and calendar for each regular and special session of council and council committees. Provide staffing, take minutes, and take roll call for votes at meetings as well. Serve as the parliamentarian at the sessions.	Decreased	Keep position vacant.	\$424,634	4.00	\$424,634	\$424,634	\$0	\$
Clerk of Council	Clerk of Council	City Council Record Maintenance	2	Maintains and preserves all official records and documents of City Council	Decreased	Miscellaneous non-personnel cuts.	\$212,317	2.00	\$212,317	\$212,317	\$0	\$



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Community Development	Community Development Administration	Community Development Department Administration	A	Fixed Cost	No Change		\$1,090,650	4.50	\$0	\$0	\$0	\$0
Community Development	Community Development Administration	HUD Compliance and Monitoring	3	Provides monitoring for programs funded by the US Housing and Urban Development.	Reorganized	Transfer of HUD Compliance and Monitoring from the Office of Budget & Evaluation	\$1,770	0.00	\$1,770	\$1,770	\$0	\$
Community Development	Community Development Administration	Human Resources and Fiscal Management - Community Development	A	Fixed Cost	No Change		\$304,840	4.60	\$0	\$0	\$0	\$
Community Development	Community Development Administration	Human Services Policy	4	Manages City's Human Services Policy grant administration process and monitors partner agencies that receive funding.	Decreased	Agency funding is targeted for reduction in the budget.	\$2,258,220	2.00	\$2,309,031	\$2,309,031	\$0	\$
Community Development	Housing Development	Housing Home Ownership Opportunities	3	Manages Homeownership programs including down payment assistance, new construction, CitiRama, and other programs.	No Change		\$108,840	5.00	\$462,422	\$462,422	\$0	\$
Community Development	Housing Development	Housing Owner Rehabilitation	3	Provides assistance to rehabilitative home owner occupied housing units.	No Change		\$103,490	1.00	\$259,851	\$259,851	\$0	\$
Community Development	Housing Development	Housing Programs Administration	A	Fixed Cost	No Change		\$688,840	4.00	\$52,540	\$52,540	\$0	\$
Community Development	Housing Development	Housing Rental Programs	2	Manages rental unit rehabilitation projects and programs.	No Change		\$47,530	2.00	\$188,963	\$188,963	\$0	\$
Community Development	Housing Development	Housing Support Programs	3	Provides homeless and housing support programs funded by the Emergency Solutions Grant and Housing Opportunities for Persons with Aids funded by the US Department of Housing and Urban Development.	No Change		\$192,670	1.00	\$263,386	\$263,386	\$0	\$
Community Development	Housing Development	Neighborhood Stabilization Program	3	No Change	No Change		\$10,800	2.00	\$494,811	\$494,811	\$0	\$
Community Development	Property Maintenance Code Enforcement	Property Maintenance Code Enforcement	2	Provides inspections and follow up enforcement for all property maintenance and code enforcement actions for buildings in the City.	No Change		\$1,809,340	30.50	\$2,765,544	\$2,765,544	\$0	\$
Community Development	Property Maintenance Code Enforcement	Property Maintenance Code Enforcement Administration	A	Provides management of human resources and fiscal management of department.	No Change		\$181,330	2.00	\$0	\$0	\$0	\$



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Enterprise Services	Convention Center Division	Convention Center Administration	A	This program oversees the management agreement and serves as liaison between contract management company, Global Spectrum, LP, and the City of Cincinnati.	Increased	Increased reimbursement expenses to the City Manager's Office related to Duke Energy Convention Center management oversight.	\$386,820	0.00	\$0	\$0	\$0	\$
Enterprise Services	Convention Center Division	Convention Center Management	A	This program oversees the management and administration of the convention center.	Increased	Increase expenses resulting from accounting changes that will no longer allow certain expenses to be paid from prior year allocations.	\$1,066,830	0.00	\$0	\$0	\$0	\$
Enterprise Services	Convention Center Division	Events	3	This program coordinates event requirements within exhibition space, meeting rooms and ballroom space at the Convention Center.	Under Review	Renovate the Junior Ballroom	\$1,478,110	0.00	\$1,855,310	\$1,053,599	\$801,712	\$
Enterprise Services	Convention Center Division	Facility Operations	3	This program is responsible for the operation and maintenance of over 750,000 square feet of convention, exhibition space, meeting rooms and ballroom space within the convention center.	Under Review	Replace Cincinnati icon sign with LED lights	\$3,616,980	0.00	\$4,540,001	\$2,578,188	\$1,961,813	\$
Enterprise Services	Convention Center Division	Sales/Marketing	4	This program promotes and contracts events at the convention center.	No Change		\$601,230	0.00	\$754,659	\$428,558	\$326,101	\$
Enterprise Services	Parking Facilities Division	Garages	4	This program consists of the operation, maintenance, and management of over 2,900 parking spaces located at six City-owned parking garages throughout downtown Cincinnati. These garages provide a safe and convenient source of enclosed parking.	Increased	Plan for an outside entity to manage most of the City garages is on hold. Expenses for new U Square at the Loop added.	\$3,610,900	10.85	\$3,756,613	\$3,756,613	\$0	\$
Enterprise Services	Parking Facilities Division	Parking Facilities Administration and Business Services	A	This program contributes to the economic growth and stability of Cincinnati by promoting a healthy downtown and neighborhood business districts through the professional management of the City's parking assets. This program also manages internal and external customer transactions for the Parking Facilities Division.	No change	Plan for an outside entity to manage most of the City garages is on hold.	\$441,170	4.00	\$0	\$0	\$0	\$
Enterprise Services	Parking Facilities Division	Parking Meter Collection	4	This program consists of the collection of over 5,700 single space and multi-space pay-and-display parking meters located in the downtown area and neighborhood business districts. The collection of parking meters prevents the meters from becoming lodged with coins and enables proper parking turnover.	No change	Plan for an outside entity to manage most of the City garages is on hold.	\$340,542	4.20	\$396,947	\$396,947	\$0	\$



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Enterprise Services	Parking Facilities Division	Parking Meter Enforcement	3	This program oversees the enforcement of on-street parking. The enforcement of on-street parking promotes parking turnover for economic growth and a safe traffic flow.	Revenue Enhancement	Plan for an outside entity to manage most of the City garages is on hold. However, some fines will increase by \$10	\$1,208,112	14.90	\$1,408,217	\$1,408,217	\$0	\$
Enterprise Services	Parking Facilities Division	Parking Meter Maintenance	4	This program oversees the maintenance of parking meters. Parking meter maintenance ensures that the meters are functional and accurate.	No change	Plan for an outside entity to manage most of the City garages is on hold.	\$235,136	2.90	\$274,082	\$274,082	\$0	\$
Enterprise Services	Parking Facilities Division	Surface Lots	4	This program consists of the operation, maintenance, and management of over 1,400 parking spaces located at six City-owned surface lots throughout downtown Cincinnati. These surface lots provide a safe economical alternative to all-day parking.	No change	Plan for an outside entity to manage most of the City garages is on hold.	\$687,790	0.00	\$687,790	\$687,790	\$0	\$
Enterprise Technology Solutions	Cincinnati Area Geographic Information System (CAGIS)	CAGIS City Permits	3	Develops and supports permitting applications for various government entities. NOTE: The City and County Permits functions are funded through reimbursements by the various government agencies using the CAGIS-developed permitting applications. It should be noted that CAGIS staff costs are not reimbursed, only related non-personnel costs.	No Change		\$362,610	0.00	\$362,610	\$362,610	\$0	\$
Enterprise Technology Solutions	Cincinnati Area Geographic Information System (CAGIS)	Cincinnati Area Geographical Information System	3	The Cincinnati Area Geographical Information System develops and supports applications for government entities Countywide. Examples of applications could include permitting, zoning, project coordination, infrastructure database, etc.	No Change		\$4,026,690	17.00	\$4,367,941	\$4,367,941	\$0	\$
Enterprise Technology Solutions	Cincinnati Area Geographic Information System (CAGIS)	Customer Service Request (CSR) System Support	3	The Customer Service Request system supports Citizen reporting of problems and service requests to various City and County government agencies. Particularly, the enterprise call center in Public Services accept requests for any service and forwards them to the appropriate entity.	Under Review	Citywide review of Call Centers/ Customer Service	\$90,410	1.00	\$110,484	\$110,484	\$0	\$
Enterprise Technology Solutions	Cincinnati Area Geographic Information System (CAGIS)	Hamilton County Permits	3	Develops and supports permitting applications for various government entities. NOTE: The City and County Permits functions are funded through reimbursements by the various government agencies using the CAGIS-developed permitting applications. It should be noted that CAGIS staff costs are not reimbursed, only related non-personnel costs.	No Change		\$362,610	0.00	\$362,610	\$362,610	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	CHRIS System	4	Maintain and support the Cincinnati Human Resources Information System (CHRIS) and related applications, including interfaces with other applications such as payroll.	No Change		\$460,700	4.00	\$527,634	\$527,634	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	Cincinnati Financial System Support	4	Provides support for Citywide finance related systems such as the Cincinnati Financial System (CFS), purchasing systems, and interfaces to various systems requiring interaction with the financial system.	No Change		\$438,060	3.00	\$488,260	\$488,260	\$0	\$



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Enterprise Technology Solutions	City County Information Systems (CITCO)	CITCO Administration	A	Oversees programs which supports hardware and software related to the City's Internet and Intranet presence.	No Change		\$154,870	0.00	\$0	\$0	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	City Miscellaneous IT Services	4	Provides support to the enterprise and to customers in areas such as development, system support, and PC support.	No Change		\$663,540	5.00	\$746,982	\$746,982	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	Data Center Support	4	Supports to all systems housed in the two enterprise data centers; customer virtualization of servers into the enterprise servers; and the City IT Governance Board.	No Change		\$547,420	4.00	\$614,309	\$614,309	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	E-Government Support	2	Supports hardware and software related to the City's Internet and Intranet presence. In addition, develop and support software for various special project and enterprise applications.	Costs Shifted	Charge eligible expenses to capital	\$637,120	5.00	\$712,818	\$712,818	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	Enterprise Email Support	2	Maintains hardware and software related to the enterprise email system. Provides support to customers when problems are identified, including support to staff using wireless devices synchronized with City systems.	Costs Shifted	Charge eligible expenses to capital	\$431,690	3.00	\$481,890	\$481,890	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	Hamilton County IT Services	4	HAMCO (Hamilton County) provides support to various enterprises in the Hamilton County administration.	Eliminated	Hamilton County chose to not share City IT services	\$109,220	1.00	\$125,908	\$125,908	\$0	\$
Enterprise Technology Solutions	City County Information Systems (CITCO)	Information Systems Security	3	Ensures the safety of City's hardware and software assets against threats such as physical damage, intrusions, hacking, etc. by maintaining and enforcing the City's Information Security Policy.	Costs Shifted	Charge eligible expenses to capital	\$16,910	0.00	\$16,910	\$16,910	\$0	\$
Enterprise Technology Solutions	CLEAR	FIXED COST - CLEAR Levy	F	Fixed Cost	No Change		\$4,580,180	21.00	\$4,580,180	\$4,580,180	\$0	\$
Enterprise Technology Solutions	Communication Tech Services (CTS)	800 MHZ Communications System	3	Supports the City's 800 MHz radio system used by Police, perform various repairs on individual mobile and portable radios for Police Fire, and other Departments, maintains City owned outdoor weather sirens, repair police vehicle cameras, mobile data computer support for CPD, and various electronics equipment. (should be noted that over 50% of the budget goes to a Motorola support contract).	Under Review/ Revenue Enhancement	Expanded 911 Fee could fund this. Proposed fee charge to non-City Radio users to generate an additional \$33,000 in revenue.	\$1,696,420	8.00	\$1,874,509	\$1,874,509	\$0	\$
Enterprise Technology Solutions	Communication Tech Services (CTS)	Communication Technology Services (CTS) Administration	A	Provide support for City's Communication Technology Services (CTS) programs, maintaining radio communications, data communications infrastructure and the City's telephone network.	No Change		\$228,940	4.00	\$0	\$0	\$0	\$
Enterprise Technology Solutions	Communication Tech Services (CTS)	Communication Technology Services (CTS) Telephone System	3	Maintain and support the enterprise telephone system, support desktop telephones, wireless telephones, and data cards. Staff the enterprise contact center.	Decreased	Reduced hosted email fees, transferred Computer Systems Analyst position from CSR to CAGIS, and bill staff time to capital	\$164,810	4.00	\$239,324	\$239,324	\$0	\$



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Enterprise Technology Solutions	Communication Tech Services (CTS)	Data Communications Infrastructure	3	Tasked with the design and maintenance of the Metropolitan Area Network. Tasking includes design, implementation, maintenance and replacement of various networking equipment including routers, hubs, switches, SONET, and other data network transport equipment to provide data connectivity to all City facilities and to over 60 locations in support of City and County Law Enforcement.	No Change		\$860,320	5.00	\$969,186	\$969,186	\$0	\$
Enterprise Technology Solutions	Communication Tech Services (CTS)	Fiber Communications	3	Designs, implements and support the Installs and maintenance of over 120 miles of fiber optic cabling, electronics and other infrastructure used to support the Metropolitan Area Network, privately owned telephone systems, 800MHz Radio System, firehouse dispatching, DOTE Computerized Traffic Control System, video conferencing, and various services at the City's E911 Center including ARTIMIS. Also performs moves adds and changes to telephones systems owned by the City.	No Change		\$162,650	4.00	\$237,164	\$237,164	\$0	\$
Enterprise Technology Solutions	ETS Administration	ETS Administrative Services	A	Provides overall policy direction, procurement, accounts payable, accounts receivable, human resources, and budget support for Enterprise Technology Solutions.	Decreased	Keep an Information Technology Administrative Manager and Accountant position vacant due to Hamilton Co. loss and bill staff time to capital. Eliminate vacant Supervising Management Analyst position.	\$823,550	10.00	\$0	\$0	\$0	\$
Finance	Accounts and Audits	Financial Operations	1	Provides timely, accurate and accessible financial information to managers and policy-makers, and assists managers and policy-makers in making sound financial and business decisions.	Decreased	Decrease of a position.	\$963,520	11.00	\$997,127	\$997,127	\$0	\$
Finance	Accounts and Audits	Financial Reporting	1	Prepares the City's Comprehensive Annual Financial Report and Tentative Tax Budget, coordinates the preparation of the annual Cost Allocation Plan and indirect cost rates for Federal grants, and prepares monthly reports for the City Retirement System.	Increased	Increase is due to additional resources necessary for the City's upcoming fiscal year change which was scaled back by one position in 2014	\$287,480	3.29	\$298,822	\$298,822	\$0	\$
Finance	Accounts and Audits	HUD Financial Reporting	2	Monitors HUD transactions to assure timely and proper expenditure of funds, reports City activity to HUD and draws down funds as needed to cover expenditures.	No Change		\$95,950	1.00	\$95,950	\$95,950	\$0	\$
Finance	Accounts and Audits	Infrastructure Reporting	2	Maintains accurate financial reports to assure compliance with goals outlined by the Smale Commission for spending on infrastructure.	No Change		\$195,820	2.00	\$202,054	\$202,054	\$0	\$



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Finance	Accounts and Audits	Payroll Processing	1	Processes biweekly payroll for approximately 6,500 employees, interprets and implements government regulations, and reconciles all employee deductions and tax deposits.	No Change		\$194,590	2.00	\$200,671	\$200,671	\$0	\$
Finance	Accounts and Audits	Tax Increment Finance District Reporting	2	Tracks and reports on all TIF Districts and projects.	No Change		\$612,430	2.00	\$659,479	\$659,479	\$0	\$
Finance	Income Tax	Compliance and Administrative Hearings	1	Audits tax returns and issues refunds.	Decreased	Elimination of one vacant Senior Accountant position and partial year position vacancy savings.	\$997,320	11.75	\$1,033,756	\$1,033,756	\$0	\$
Finance	Income Tax	Delinquency Resolution	3	Collects outstanding tax liabilities.	Decreased	Elimination of Senior Accountant position	\$779,550	9.00	\$807,458	\$807,458	\$0	\$
Finance	Income Tax	Document Management	2	Processes incoming tax returns and maintains the electronic tax system.	Decreased	Elimination of one vacant clerical position and Reduction in ETS expenses.	\$1,113,870	8.00	\$1,138,677	\$1,138,677	\$0	\$
Finance	Income Tax	Taxpayer Service	2	Provides the public with information and assistance needed to comply with the City's tax requirements.	Decreased	Elimination of one vacant Senior Accountant position and partial year position vacancy savings.	\$890,870	11.00	\$924,980	\$924,980	\$0	\$
Finance	Office of the Director	Finance Administration - Office of The Director	A	Provides overall management of the Finance Department.	No Change		\$441,540	3.00	\$0	\$0	\$0	\$
Finance	Purchasing	Printing Stores	4	Provides printing, mail, and central store/warehouse services to all City agencies.	Under Review	Exploring service sharing with other jurisdictions	\$2,525,440	6.00	\$2,598,591	\$2,598,591	\$0	\$
Finance	Purchasing	Procurement	1	Promotes timely and cost efficient purchasing for supplies, services, and equipment.	Under Review	Exploring service sharing with other jurisdictions	\$1,039,000	11.01	\$1,080,704	\$1,080,704	\$0	\$
Finance	Risk Management	Administration/ Insurance Program	3	Protects the City from Employee Theft, Forgery, Robbery, and protects City buildings and other personal properties from direct physical loss or damages.	Increased	This increase is due to a rise in property insurance premiums.	\$572,630	1.00	\$581,819	\$581,819	\$0	\$
Finance	Risk Management	Employee Health Benefits	1	Administers the self-insured health, prescription, dental and vision plans for City employees and retirees.	Decreased	Increase to the employee contribution rate to decrease City healthcare costs.	\$321,900	3.00	\$335,773	\$335,773	\$0	\$
Finance	Risk Management	Employee Health Services	2	Provides employee health services.	No Change		\$725,100	5.00	\$725,366	\$725,366	\$725,366	\$
Finance	Risk Management	Employee Safety	2	Provides employee safety services to departments in field audits and training.	No Change		\$343,720	4.00	\$348,560	\$348,560	\$0	\$





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Finance	Treasury	Business Licensing Processing	1	Provides for the accurate and timely revenue collection for approximately 45 licenses issued by the City.	Revenue Enhancement	Increase in licensing fees.	\$98,300	0.76	\$100,347	\$100,347	\$0	\$0
Finance	Treasury	Cash Management	2	Provides assistance to all City agencies to facilitate and is responsible for managing the City's investment portfolio.	No change		\$720,610	6.00	\$764,052	\$764,052	\$0	\$0
Finance	Treasury	Community Development Block Grant Loan Management	3	Monitors loan repayments and escrow payments of the City's Community Development Block Grant.	Decreased	The funding for this program has been decreased	\$20,840	0.24	\$20,840	\$20,840	\$0	\$0
Finance	Treasury	Debt Management	F	Fixed Cost	Increased	Increase is due to a rise in fees and charges related to debt service.	\$94,928,800	3.00	\$94,928,800	\$94,928,800	\$0	\$0
Finance	Treasury	Delinquent Accounts	3	Pursues delinquent collections after City agencies have been unsuccessful in collecting for provided services.	Eliminated	The Delinquent Accounts program has been eliminated.	\$176,860	1.00	\$194,960	\$194,960	\$0	\$0
Finance	Treasury	Parking Revenue Management	3	Collects and receipts parking revenues.	No change	Plan for an outside entity to manage most of the City garages is on hold.	\$189,370	2.00	\$195,516	\$195,516	\$0	\$0
Fire	Administration	Dispatch and Communication	2	Serves as CFD liaison to the Emergency Communications Center for daily functions and large scale emergencies. Supports all line and staff employees by providing digital telephones, pagers, radios, and blackberries as well as support of fire station notification devices such as ZETRON and fire station speakers. Directly supports all fire apparatus communications including fire apparatus radios which are used for both voice and data communications necessary for Fire, EMS, and all emergency runs.	No Change		\$135,310	1.00	\$140,946	\$140,946	\$0	\$0



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Fire	Administration	Equipment Maintenance	2	Responsible to maintain records of all equipment deployed throughout CFD including 26 fire stations and 6 other locations used in support of the CFD mission. Responsible for accounting for and track all CFD tools, equipment, and supplies. This program physically (hands-on) prepares new equipment for distribution/deployment, and repairs firefighting/EMS equipment (not apparatus) that has been damaged or is in need of preventive maintenance. Contributes to firefighter injury prevention, better patient outcomes, saves funds for the City by the careful inspection and preventive maintenance of firefighting/life-saving equipment critical to CFD operations and other CFD programs. Directly supports the City's investment in firefighter personal protective equipment such as firefighting personal protective equipment (PPE) through regularly scheduled cleaning/maintenance/repair. Ensures maintenance/upkeep and operational readiness of sophisticated monitor/detection equipment as well as self contained breathing apparatus (SCBA).	No Change		\$261,660	1.00	\$267,296	\$267,296	\$0	\$0
Fire	Administration	Fire Administration - Central Stores	A	Responsible for the execution of all purchases of equipment and supplies for CFD. Responsible for keeping CFD compliant with Small Business Enterprise (SBE) goals/objectives, procurement of tools/equipment used by firefighter-medics critical to the CFD mission of planning, preparedness, response, and recovery for CFD and the City. This program is also responsible for the coordination and management of several specialized multi-year projects for CFD including dock facilities project x 2, regional fire training center project, new fire stations, and new CFD headquarters.	No Change		\$258,920	6.00	\$0	\$0	\$0	\$0



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Fire	Administration	Fire Administration - Information Technology	A	Program is responsible for identifying fire department emerging technologies, guaranteeing data integrity, ensuring uniform system security, recommendation/ procurement of equipment, and the maintenance, usability and sustainability of technological assets. Program coordinates with Enterprise Technology Solutions (ETS) and performs technology support, implementation, and ongoing education/training using a fire department-centric approach. Fire department technology projects and ongoing support include emergency 24/365 support of the City/County Regional Operations Center and CFD Mobile Command Vehicle. Other ongoing projects include the Urban Area Regional Broadcast (UARB) system, fire personnel staffing module, fire apparatus computers/programs, training program computers/software, State mandated incident data reporting and ongoing coordination/assistance with ETS programs that impact the City (and CFD). Fire IT directly supports IT needs for over 100 fire vehicles, 32 fire facilities, and 800 fire department members.	Under Review	This program is moving to paperless environment to create workplace efficiencies.	\$419,914	5.00	\$0	\$0	\$0	\$0
Fire	Administration	Fire Administration - Support Services	A	Fixed Cost	No Change		\$1,594,433	8.00	\$72,050	\$72,050	\$0	\$0
Fire	Administration	Homeland Security	3	Responsible for maintaining, coordinating, and accounting for homeland security assets purchased via U.S. Dept. of Homeland Security grant funds. CFD has several million dollars worth of grant-funded assets including mass casualty incident response units, decontamination units, explosive ordnance units, weapons of mass destruction hazardous materials units, and communications assets that require continuous maintenance, calibration, training, and involvement in regional exercises.	No Change		\$150,923	2.00	\$162,194	\$162,194	\$0	\$0
Fire	Executive Office	Fire Administration - Financial Management and Financial Planning	A	Provides fiscal oversight, planning, management of the Fire Department's annual budget. Researches and applies for external grant funding to support Department's strategic goals.	No Change		\$1,066,090	13.00	\$0	\$0	\$0	\$0
Fire	Fire Prevention	Child Seat Installation	4	Provides citizens instructions on how to safely install car seats.	Eliminated	This program is no longer funded in the budget	\$65,053	1.00	\$70,689	\$70,689	\$0	\$0
Fire	Fire Prevention	Environmental and Safety Service Management	2	Provides overall management for the Fire Department's inspection program and the Right to Know Program. Also provides management support for the Fire Investigation Unit, the Hazardous Materials Code Enforcement Unit, the Fire Specialist Inspection Program.	No Change		\$154,180	1.00	\$159,816	\$159,816	\$0	\$0



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Fire	Fire Prevention	Fire Code Maintenance, Code Enforcement and Community Outreach	2	Inspects occupancies including places of assembly, business, education, institutional, mercantile, residential, storage, and utilities. Prepares inspections and reports for the Hazard Abatement/Public Nuisance Hearings. Issues maximum occupancy posting signs for Places of Assembly. Witnesses and verifies acceptance at building suppression systems tests. Represents the Fire Department on the Board of Buildings Appeals. Participates in the City's Code Enforcement Response Team (CERT). Responsible for the Fire Prevention Board of Appeals as outline in the Cincinnati Fire Prevention Code.	No Change		\$1,135,980	3.00	\$1,152,887	\$1,152,887	\$0	\$0
Fire	Fire Prevention	Fire Investigation	2	A highly trained, very effective group of investigators who concentrate their activities upon determination of fire cause and origin.	No Change		\$916,850	8.00	\$961,935	\$961,935	\$0	\$0
Fire	Fire Prevention	Juvenile Firesetter	4	Responsible for evaluating juveniles referred to the program to determine the best course of action and/or intervention that will change the juvenile's fire setting behavior.	Eliminated	This program is no longer funded in the budget	\$92,920	1.00	\$98,556	\$98,556	\$0	\$0
Fire	Fire Prevention	License and Permits	2	Works with the Building Department at the City's Building Development and Permit Center; known as One Stop Shop to ensure that all fire codes and issues are addressed during pre-development, renovations, and construction phases.	Revenue Enhancement	The Fire Department will charge a fee for fire building plan inspections.	\$114,510	2.00	\$125,781	\$125,781	\$0	\$0
Fire	Fire Prevention	Right to Know and Environmental Crime	2	Responsible for the coordination of hazardous materials accidents, spills, releases and abandonment issues within the City of Cincinnati.	No Change		\$240,320	2.00	\$251,591	\$251,591	\$0	\$0
Fire	Fire Prevention	Schools Fire Prevention and Community Education	3	Educates approximately 35,000 children on Fire Safety and other safety concerns. Among these include participation in Safety Fairs, Fire Drills, School Programs and other Children events.	No Change		\$897,824	1.00	\$903,460	\$703,460	\$200,000	\$0
Fire	Fire Prevention	Special Events - Fire	4	Provides crowd management and life safety guidelines, ensuring adequate fire/life safety protection as well as emergency medical service availability for special events.	Decreased	Heritage Special Event Subsidy is eliminated.	\$202,613	4.00	\$225,156	\$225,156	\$0	\$0
Fire	Operations	Bomb Squad	3	Responds to all emergencies related to explosive ordnance including devices, letters, hand grenades, meth labs, and fireworks. Provides bomb sweeps during visits from dignitaries and special events.	Decreased	Service level will decrease due to fire fighter layoffs	\$834,835	7.75	\$878,511	\$878,511	\$0	\$0
Fire	Operations	Building Inspections	2	Performs building inspections for both new and existing buildings throughout the year for compliance with the fire code and life safety. Performs pre-fire planning and familiarization inspections.	Decreased	Service level will decrease due to fire fighter layoffs	\$10,018,015	93.00	\$10,542,132	\$10,542,132	\$0	\$0
Fire	Operations	Emergency Medical	2	Provides advanced life support, basic life support and all needed emergency medical assistance.	Decreased	Service level will decrease due to fire fighter layoffs	\$41,741,730	387.50	\$43,925,549	\$36,925,549	\$7,000,000	\$0



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Fire	Operations	Fire Suppression	1	Provides a continuity of service related to fire control and suppression.	Decreased	Service level will decrease due to fire fighter layoffs	\$16,696,692	155.00	\$17,570,220	\$17,570,220	\$0	\$0
Fire	Operations	Hazardous Materials	1	Responds to all emergencies related to hazardous material spills and leaks. Monitors the air for chemical/radiological releases or discharges.	Revenue Enhancement	The Fire Department is working to implement a fee for hazardous material clean up to recoup costs.	\$834,835	7.75	\$878,511	\$878,511	\$0	\$0
Fire	Operations	Heavy Rescue	2	Provides technical rescue operations such as trench rescue, vehicle entrapments, rope rescue, confined space, elevator emergency rescue, and rapid firefighter rescue team.	Decreased	Service level will decrease due to fire fighter layoffs	\$2,504,504	23.25	\$2,635,533	\$2,635,533	\$0	\$0
Fire	Operations	Hydrant Inspections	2	Performs hydrant inspections and maintenance on a regular basis throughout the year.	Decreased	Service level will decrease due to fire fighter layoffs	\$10,018,015	93.00	\$10,542,132	\$10,542,132	\$0	\$0
Fire	Operations	River Rescue	3	Responds to all emergencies including boat fires, run away barges and other various floating vessels. Rescue of victims stranded in the river. Helps fight fires at dock side facilities. Assists in mitigating hazardous material spills in the river. Critical infrastructure inspections in coordination with the United States Coast Guard.	Decreased	Service level will decrease due to fire fighter layoffs	\$834,835	7.75	\$878,511	\$878,511	\$0	\$0
Fire	Personnel and Training	Fire Administration - Human Resources Management	A	Responsible for personnel matters. Some of the responsibilities of the Divisions are: Personnel safety, transfers, discipline, recruiting, and in service training.	No Change		\$1,192,570	3.00	\$0	\$0	\$0	\$0
Fire	Personnel and Training	Fire Administration - Recruiting	A	Works with the City of Cincinnati's Civil Service Department to promote diversity within the rank and file of the Cincinnati Fire Department.	No Change		\$105,010	1.00	\$0	\$0	\$0	\$0
Fire	Personnel and Training	Fire Training	2	Provides the highest quality training and instruction for Cincinnati Firefighters. The Training Bureau's goal is to prepare Cincinnati Firefighters to serve their community in the most efficient and effective means possible, and to ensure firefighter safety.	Decreased	A graduated recruit class of 40 fire fighters and an incoming recruit class of 40 fire fighters were both eliminated.	\$1,564,570	4.00	\$1,587,113	\$1,587,113	\$0	\$0
Fire	Personnel and Training	Internal Investigations	4	Handles complaints relative to employee conduct and performance and providing an effective way of dealing with citizens complaints.	No Change		\$252,930	3.00	\$269,837	\$269,837	\$0	\$0
Fire	Personnel and Training	Safety and Risk Management	3	Includes many functions related to the safety of the Cincinnati Firefighters and the conditions in which they work. Responds to numerous emergencies during the normal workweek and extra alarm emergencies after hours.	No Change		\$124,460	1.00	\$130,096	\$130,096	\$0	\$0
Health	Clinical Services & Population Health	Clinical Services Division Administration	A	Fixed Cost	No Change		\$745,040	9.00	\$0	\$0	\$0	\$0



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Health	Clinical Services & Population Health	Dental Administration and Sealants	3	Provides administration of dental services at health centers and dental sealants program to 4,000 children via schools.	No Change		\$453,150	3.60	\$540,663	\$405,663	\$135,000	\$0
Health	Clinical Services & Population Health	Health Center - Medical Services	2	Provides wellness, preventative and sick visits for children and adults including pediatric care for children, primary care services for adults, and obstetric and gynecological services for women.	Decreased	One position will be eliminated and an increase in PVA: American Care Act will increase revenues for this	\$10,888,100	89.65	\$12,370,861	\$5,099,082	\$7,271,779	\$789,221
Health	Clinical Services & Population Health	Health Centers - Dental Services	3	Dental services are provided to all Cincinnatians who are uninsured or underinsured via the Crest Smiles Shoppe, most health centers and dental van for homeless.	Decreased	Increase in position vacancy savings	\$3,056,510	33.00	\$3,814,156	\$3,549,156	\$265,000	\$0
Health	Clinical Services & Population Health	Health Centers - Pharmacy Services	3	Provides pharmacy services for all children and adults using City health centers.	Decreased	Increase in position vacancy savings and American Care Act will increase revenues for this	\$1,384,220	12.30	\$1,649,721	\$1,649,721	\$0	\$0
Health	Clinical Services & Population Health	Sexually Transmitted Disease Prevention and Treatment	3	Provides screening, notification and treatment for persons with sexually transmitted diseases.	Costs Shifted	American Care Act will increase revenues for this	\$1,498,010	12.00	\$1,717,892	\$923,262	\$794,630	\$53,370
Health	Community Health & Environmental Services	Administration & Health Promotion	3	Provides administration for delivery of community & environmental health services, including health education and health promotion programs.	No Change		\$506,380	5.00	\$562,971	\$282,461	\$280,510	\$75,490
Health	Community Health & Environmental Services	Environmental Health Inspections	1	Enforces health and safety codes including the weed and litter control program, and infractions that affect health and safety throughout the City. Responds to complaints and enforces orders to comply with municipal code.	Decreased	Decrease in positions	\$1,018,661	14.00	\$1,386,503	\$1,288,502	\$98,001	\$14,999
Health	Community Health & Environmental Services	Environmental Health Services Division Administration	A	Manages overall environmental health programs including all inspection programs.	No Change		\$167,930	3.00	\$0	\$0	\$0	\$0
Health	Community Health & Environmental Services	Lead Based Paint Hazard Prevention and Treatment	1	Includes administration, testing, inspections and prevention of lead based paint hazards to children and families in multi-family residential properties.	No Change		\$1,696,991	12.00	\$1,951,651	\$451,650	\$1,500,001	\$19,999
Health	Community Health & Environmental Services	Private Lot Abatement	1	Payment to outside contractors to clean up properties sited for violations by the Health Department and not remedied by the owner	Decreased	Contracts reduced	\$120,000	0.00	\$120,000	\$120,000	\$0	\$0
Health	Community Health & Environmental Services	Public Employee Assistance Program	4	Provides management and oversight of employee assistance program for all City employees. All program costs are reimbursed by internal funds via cost allocations.	No Change		\$447,460	7.00	\$447,460	\$0	\$447,460	\$2,540
Health	Community Health & Environmental Services	Restaurant and Food License Inspections	2	Inspects restaurants for compliance with the state and local health codes; inspects all temporary food license holders; issues corrective orders, including fines and closures if needed.	Decreased	Decrease in positions	\$1,993,990	26.00	\$2,361,832	\$1,401,832	\$960,000	\$0



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Health	Community Health & Environmental Services	Vital Statistics	4	Collects and disseminates birth and death certificates, analyzes vital statistics to provide insight on public health issues or concerns.	Decreased	Decrease in positions	\$1,089,370	15.00	\$1,513,803	\$720,803	\$793,000	\$0
Health	Community Health & Environmental Services	Waste Related Inspections	1	Enforces state and local regulations related to solid waste, swimming pools, landfills, and junk vehicles.	Decreased	Decrease in positions	\$589,470	8.00	\$787,539	\$704,269	\$83,270	\$6,730
Health	Health Commissioner	Emergency Preparedness and Disease Surveillance	2	Manages city-wide response to health risks, including bio-terrorism, communicable disease control, emergency preparedness, and communication with the federal Center for Disease Control.	No Change		\$932,660	6.00	\$983,559	\$191,099	\$792,460	\$832,540
Health	Health Commissioner	Health Department Administration - Office of the Health Commissioner	A	Provides professional, technical, management and administrative support to the Board of Health and staff, including Health Commissioner, Board Clerk, Medical Director, Public Information Officer.	Decreased	Decrease in positions	\$1,286,170	11.00	\$0	\$0	\$0	\$0
Health	Health Commissioner	Health Department Human Resources	A	Manages all human resources related issues for the Health Department.	No Change		\$423,950	4.00	\$0	\$0	\$0	\$0
Health	Maternal & Infant Health	Reproductive Health & Wellness	3	Provides county-wide reproductive health services - grant funded services - used to go to Planned Parenthood.	No Change		\$771,150	4.00	\$771,150	\$771,150	\$0	\$0
Health	Maternal & Infant Health	Women, Infants and Children	3	Provides county-wide programs and services, such as blood tests, nutrition counseling, and administration of the WIC Food Grant Program to ensure healthy pregnancies and healthy children.	No Change		\$3,305,060	50.40	\$3,305,060	\$0	\$3,305,060	\$1,564,940
Health	Primary Care Programs	Bureau for Children with Medical Handicaps	3	Provides case management and home visits for children with medical handicaps, including enrollment in Medicaid, referrals for other service needs and follow up care.	Decreased	Decrease in positions	\$630,660	9.00	\$806,275	\$606,275	\$200,000	\$0
Health	Primary Care Programs	Community Nursing	3	Provides home visits by nurses for services to maternal and infant health patients as well as home-bound adult population.	Decreased	Decrease in positions	\$2,490,280	26.70	\$3,134,471	\$2,294,441	\$840,030	\$111,970
Health	Primary Care Programs	Nursing Administration	A	Fixed Cost	No Change		\$336,270	4.00	\$0	\$0	\$0	\$0
Health	School & Adolescent Health	School Based Health Centers	2	School-Based Health Centers provide a comprehensive range of clinical services that specifically meet the serious health problems of young people in the community. Nurse practitioners provide acute health care visits, as well as preventative care and wellness services, including: routine physical exams; asthma and other chronic illness diagnosis and management; prescriptions; lab tests; health and nutrition education; and referrals to other services.	No Change		\$191,860	2.00	\$198,639	\$198,639	\$0	\$0
Health	School & Adolescent Health	School Health Administration	A	Fixed Cost	Decreased	Decrease in positions	\$372,190	5.00	\$0	\$0	\$0	\$0



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Health	School & Adolescent Health	School Nursing Program	2	Provides vision and hearing screenings, health assessments, medical referrals, immunizations, lead testing, and follow up for children who attend 43 targeted Cincinnati Public Schools.	No Change		\$2,409,660	27.10	\$2,953,216	\$1,517,216	\$1,436,000	\$0
Health	Technical Resources	Health Department - Property Maintenance Services	A	Provides routine and preventative maintenance of all Health Department facilities, and manages contractual work as needed.	No Change		\$965,470	6.00	\$0	\$0	\$0	\$0
Health	Technical Resources	Health Department - Fiscal and Information Technology Management	A	Provides fiscal management, information technology management and maintenance services for Health Department.	Decreased	Decrease in positions	\$1,606,760	18.00	\$0	\$0	\$0	\$0
Human Resources	Human Resources	Cincinnati Human Resource Information System (CHRIS) Administration	4	The Cincinnati Human Resource Information System (CHRIS) is responsible for human resources information processing as well as providing reports and information as requested. CHRIS is also responsible for administering the City's compensation program.	Under Review/ Decrease	New software to streamline process and save costs and miscellaneous non-personnel cuts.	\$89,850	2.00	\$122,736	\$122,736	\$0	\$0
Human Resources	Human Resources	Civil Service Commission	3	Administers staff to Civil Service Commission, prepare docket items, and schedule disciplinary hearings.	Under Review/ Decrease	New software to streamline process and save costs and miscellaneous non-personnel cuts.	\$18,000	2.10	\$52,530	\$52,530	\$0	\$0
Human Resources	Human Resources	Civil Service Testing and Selection	3	Prepares and administer civil service exams, posts transfer bulletins and job announcements, verify applications, determine seniority calculations, and notify applicant of seniority points and test dates.	Under Review/ Decrease	New software to streamline process and save costs and miscellaneous non-personnel cuts.	\$894,655	9.75	\$1,022,088	\$1,022,088	\$0	\$0
Human Resources	Human Resources	Classification and Compensation	3	Maintains the classification plan and perform job analysis and studies.	Under Review/ Decrease	New software to streamline process and save costs and miscellaneous non-personnel cuts.	\$204,902	2.25	\$237,788	\$237,788	\$0	\$0
Human Resources	Human Resources	Employee Relations	3	Responsible for investigating and mediating employee complaints of discrimination and complaints more general in nature. Assists departments in complying with the Americans with Disabilities Act and Family Medical Leave Act.	Under Review/ Decrease	New software to streamline process and save costs and miscellaneous non-personnel cuts.	\$302,100	3.00	\$351,429	\$351,429	\$0	\$0
Human Resources	Human Resources	Human Resources Administration	A	Fixed Cost	Under Review/ Decrease	New software to streamline process and save costs and miscellaneous non-personnel cuts.	\$326,393	2.00	\$0	\$0	\$0	\$0





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Human Resources	Human Resources	Labor Relations	2	Responsible for negotiating and administering five labor contracts and maintaining and administering the City's Personnel Policies and Procedures.	Under Review/ Decrease	Department reorganized and services being evaluated for improvements and miscellaneous non-personnel cuts	\$226,630	2.00	\$259,516	\$259,516	\$0	\$0
Human Resources	Human Resources	Professional/ Staff Development	4	Facilitates city-wide training by providing registration, course offerings, and reporting.	Under Review/ Decrease	New software to streamline process and save costs and miscellaneous non-personnel cuts.	\$88,500	1.00	\$104,943	\$104,943	\$0	\$0
Law	Law	Administrative Hearings	2	The Office of Administrative Hearings hears cases from Notice of Civil Offenses and Civil Fines issued by the City of Cincinnati's Health Department, Department of Transportation, Fire Department, Police Department, and Buildings. The office addresses neighborhood quality of life and public safety concerns such as building code violations, litter, abandoned cars, illegal dumping, and weed control.	No Change		\$298,697	4.00	\$332,031	\$0	\$332,031	\$267,969
Law	Law	Administrative Hearings - Zoning Hearings	4	The Office of Administrative Hearings also includes the Zoning Hearing Examiner which considers and decides applications for relief from the strict requirements of the zoning code. The application review process includes visiting sites, conducting public hearings, timely notifying all interested parties of the hearings, and issuing written decisions. The position ensures that development in the City strikes a careful balance between private and public interests.	No Change		\$108,653	1.00	\$116,987	\$116,987	\$0	\$0
Law	Law	Civil Litigation - Chronic Nuisance	3	Litigation's Chronic Nuisance section coordinates with the Police Department to identify properties that are chronic nuisance sites throughout the City, work with property owners to resolve the nuisance problems, and enforce violations of the ordinance.	Decreased	The Chronic Nuisance position is eliminated	\$85,247	1.00	\$93,581	\$93,581	\$0	\$0
Law	Law	Civil Litigation - Claims & Collections	4	Litigation's Claims and Collections Section investigates and processes claims related to damages to personal or real property filed by citizens against the City and is also responsible for the collection of debts owed the City.	Decreased	The Claims function is eliminated	\$420,951	5.00	\$462,619	\$462,619	\$0	\$0
Law	Law	Civil Litigation - Courts and Administration	3	The Litigation Division represents the City in civil litigation in federal and state courts, defends against and prosecutes claims on behalf of the City, its officials, and employees, and provides representation at various hearings.	No Change		\$720,562	6.20	\$772,230	\$772,230	\$0	\$0



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Law	Law	Community Prosecution	3	The Community Prosecution Section coordinates issues among City departments actively involved in addressing safety and quality of life issues critical to the stability of our neighborhoods. Community Prosecution focuses on aggressively addressing blight in neighborhoods and prosecuting negligent property owners in Housing Court for building code, safety, and health violations that negatively impact their surrounding area. This section also handles all matters regarding liquor permits within the City before the Ohio Division of Liquor Control and the Liquor Control Commission.	Eliminated	Community Prosecution is eliminated	\$280,420	4.00	\$313,754	\$313,754	\$0	\$0
Law	Law	Economic and Community Development Legal Services	2	The Economic and Community Development Division provides City agencies with legal services associated with residential, commercial, and mixed-use development projects in the City that involve public funding, including the acquisition and disposition of real estate associated with such projects. Attorneys in Economic and Community Development also draft professional service contracts for the funding of human services, as well as a wide variety of contracts and other legal documents involving housing, transportation, real estate, and management of City-owned parking facilities, recreational facilities, and other City-owned properties. Economic and Community Development attorneys staff the City Planning Commission and Zoning Board of Appeals and assist the attorneys in the Civil Litigation Division with disputes that involve development issues, zoning, and other real property and land use matters.	Increased	An Economic Development Attorney is being added.	\$585,030	8.00	\$635,031	\$635,031	\$0	\$0



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Law	Law	General Counsel	1	The General Counsel Division is responsible for implementing City Council and City Administration policy directives through drafting necessary legislation. Its attorneys protect the City from adverse legal consequences by providing appropriate legal advice to City Council, the City Administration, to all departments under the City Manager, and to City Boards and Commissions. The General Counsel Division proactively ensures that City elected and appointed officials and employees are aware of their obligations under state law by providing training on the requirements of Ohio's public records, open meetings, and ethics laws. Attorneys in the division also review and/or negotiate the majority of all contracts for the City except those related to economic and community development projects. General Counsel attorneys regularly assist City Boards, Commissions, and various ad hoc task forces and working groups by providing legal advice and drafting necessary legislation to effect the recommendations of those groups, thereby improving the quality of life for Cincinnati residents. The General Counsel attorneys regularly communicate with City Council, City departments, the news media, and the public in relation to monitoring and streamlining the City's responses to public records requests.	Decreased	Reduction of two positions	\$738,190	8.00	\$815,269	\$815,269	\$0	\$0
Law	Law	Labor and Employment	4	The Labor and Employment Division provides legal representation for City Departments in all labor and employment matters. This includes representation before the Civil Service Commission, labor arbitration panels, administrative agencies, and suits filed in state and federal court. This section also handles all workers' compensation suits, as well as workers' compensation subrogation claims.	No Change		\$429,550	3.00	\$458,455	\$458,455	\$0	\$0
Law	Law	Law - Director's Office	A	Manage and direct all departmental functions of the entire department.	No Change		\$532,520	4.00	\$0	\$0	\$0	\$0
Law	Law	Property Management and Real Estate	3	Working under the Economic and Community Development Division, the Property Management Section is responsible for the inventory, management, and disposal of all City-owned or City-leased real property. Property Management is also responsible for issuing revocable street privileges and the payment of all City real estate tax bills. The Real Estate Section is responsible for the appraisal, negotiation, and acquisition of all real property needed by the City. This includes all property needed for economic development and transportation projects and all easements needed for the Greater Cincinnati Water Works and the Metropolitan Sewer District.	No Change		\$457,530	6.00	\$499,056	\$65,240	\$433,816	\$91,184



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Law	Law	Prosecution	2	The Prosecutor's Division is responsible for prosecuting all misdemeanors, including all traffic and criminal cases brought before the Municipal Court for violation of criminal offenses occurring within the City. The Prosecution Division employs a part-time Domestic Violence Victim Advocate to assist domestic violence victims. In addition, the Prosecutor's Division hears appeals of public vehicle license denials and is responsible for nuisance abatement initiatives. The Prosecutor's Division also provides training and legal counsel to the Police Department and related agencies.	Decreased	The Domestic Violence Victim Advocate position will be eliminated and an attorney will fill that roll instead. An additional a Prosecution Attorney is also cut.	\$1,742,500	19.00	\$1,900,837	\$1,900,837	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Industrial Waste	Industrial Waste Division Administration	A	Provides leadership and administrative support for the programs of the Industrial Waste Division.	Decreased	Due to holding positions vacant	\$2,617,270	8.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Industrial Waste	Laboratory	2	Performs testing as required by federal, state, and local regulations. Performs studies to support Wastewater Treatment Division process improvements.	Under Review	Offering laboratory services to other jurisdictions for a fee is being considered.	\$1,791,550	26.00	\$3,979,917	\$3,979,917	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Industrial Waste	Permits and Compliance	1	Issues permits to commercial and industrial customers throughout the service area.	No Change		\$776,030	10.00	\$1,617,709	\$1,617,709	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Industrial Waste	Surcharge and Surveillance	2	Monitors the industrial waste discharge of the permitted industries for permit violations and high strength surcharging.	No Change		\$753,670	10.00	\$1,595,349	\$1,595,349	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Administration	Wastewater Engineering Division Administration (Project Delivery)	A	Fixed Cost	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$1,594,791	22.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project & Business Development	Development Services	2	Reviews and approves building permits and issues tap permits to connect to the sewer system. Maintains Metropolitan Sewer District (MSD) permit records and performs Geographic Information Systems (GIS) editing to ensure that all sewers are identified in the system.	No Change		\$967,510	15.00	\$1,535,518	\$1,535,518	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project & Business Development	Modeling and Monitoring	2	Manages and updates the system wide wastewater treatment model and the wastewater treatment plant models. Responsible for monitoring rain gauges and flow meters and reviewing data from them for use in the models.	No Change		\$45,450	3.00	\$159,052	\$159,052	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project & Business Development	Strategic Asset Planning	2	Manages, reviews, and approves projects for inclusion in the Capital Improvement Program (CIP). This program also develops alternatives for the business case evaluation process which looks at alternative solutions for capital projects.	No Change		\$2,430,780	33.19	\$3,687,592	\$3,687,592	\$0	\$0



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project & Business Development	Wastewater Engineering Division Administration (Project & Business Development)	A	Provides leadership and administrative support for the Project & Business Development Division. Responsible for planning capital projects throughout the service area.	No Change		\$542,430	6.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Easement Acquisitions	3	Acquires property and/or property easements in support of Metropolitan Sewer District (MSD) capital projects.	No Change		\$428,141	11.00	\$773,453	\$773,453	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Engineering & Quality Assurance	3	Develops standardized processes, procedures, and training for capital project managers. Additionally, this program tracks performance metrics on Capital Improvement Program (CIP) service providers and construction contractors.	No Change		\$1,525,231	21.97	\$2,884,773	\$2,884,773	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Program and Project Control	4	Provides program control support for the capital program: guarantees control of costs, schedules, and estimates for all capital projects.	No Change		\$33,580	1.00	\$99,354	\$99,354	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Project Management/ Construction Management (PM/CM) Team 1	2	Provides Project Management (PM) oversight for the entire capital program.	No Change		\$588,217	24.03	\$1,127,561	\$1,127,561	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Engineering: Project Delivery	Project Management/ Construction Management (PM/CM) Team 2	2	Provides Construction Management (CM) oversight for the entire capital program.	No Change		\$249,115	18.97	\$663,489	\$663,489	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Treatment (All Facilities)	Liquid Stream Treatment	1	This process involves all stages of treatment of the wastewater liquid stream at the six wastewater treatment facilities within the Metropolitan Sewer District (MSD). The process includes: 1) Primary Treatment- removes grit from wastewater, 2) Secondary Treatment - biological treatment of wastewater, and 3) Tertiary Treatment - final filtration and disinfection of wastewater.	No Change		\$24,630,067	120.71	\$28,749,437	\$28,749,437	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Treatment (All Facilities)	Maintenance	1	Provides centralized maintenance to all wastewater treatment facilities and pump stations.	No Change		\$10,913,060	87.71	\$13,906,349	\$13,906,349	\$0	\$0
Metropolitan Sewer District (MSD)	Division of Wastewater Treatment (All Facilities)	Solids Stream Treatment / Disposal	1	This process involves all stages of processing and disposal of the wastewater solids stream at the six wastewater treatment facilities within the Metropolitan Sewer District (MSD). The process includes: 1) Dewatering, 2) Hauling Solids (other than at the Little Miami or Mill Creek wastewater facilities), 3) Incineration, and 4) Ash Lagoon Dredging / Ash Hauling.	Under Review	Offering incineration services to other jurisdictions for a fee is being considered.	\$12,315,033	60.35	\$14,374,719	\$14,374,719	\$0	\$0



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Metropolitan Sewer District (MSD)	Division of Wastewater Treatment (All Facilities)	Wastewater Treatment Division Administration	A	Provides leadership and administrative support for all Wastewater Divisions that are responsible for treating wastewater at all wastewater treatment facilities and pump stations in all sewer sheds within the Metropolitan Sewer District (MSD). Facilities include: Millcreek, Little Miami, Muddy Creek, Sycamore, Taylor Creek, and Polk Run.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$1,842,780	13.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Information Technology	Metro Sewer District Administration - Computer Services	A	Maintains information technology / computer infrastructure and business systems for entire department.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$6,631,400	32.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Office Of The Director	Metro Sewer District Administration - Office of the Director	A	Sets the strategic vision and provides leadership for the Metropolitan Sewer District (MSD). Provides centralized support services.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$7,836,260	19.23	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Sewers Debt Service	FIXED COST - Sewer District Debt Service	F	Fixed Cost	Increased	To take advantage of low interest loans from the State of Ohio's revolving loan fund	\$90,000,000	0.00	\$90,000,000	\$90,000,000	\$0	\$0
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU)	Flood Control	1	This program includes facility planning, major improvements, rehabilitation, repair, and facility operations and maintenance for the City of Cincinnati's flood control facilities maintained by the Stormwater Management Utility (SMU).	Decreased	Bond interest payments have been reduced.	\$1,437,400	1.00	\$1,495,785	\$1,495,785	\$0	\$0
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU)	Metro Sewer District Administration - Financial Management	A	Oversees the operational and financial functions of the Stormwater Management Utility (SMU).	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$875,780	3.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU)	National Pollutant Discharge Elimination System (NPDES) Compliance	1	This program includes regulation, permitting, and enforcement services in the Stormwater Management Utility (SMU) to guarantee compliance with the Clean Water Act's (CWA) National Pollutant Discharge Elimination System (NPDES) permit program. The National Pollutant Discharge Elimination System (NPDES) permit program controls water pollution by regulating point sources that discharge pollutants into waters of the United States of America (USA).	Decreased	Contractual Services costs have been reduced.	\$827,450	4.00	\$1,060,991	\$1,060,991	\$0	\$0
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU)	Planning & Design	1	This program includes Capital Improvement Project (CIP) planning and design in the Stormwater Management Utility (SMU).	No Change		\$663,990	9.50	\$840,117	\$840,117	\$0	\$0



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Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU): Operations and Maintenance	Condition Assessment	1	The Stormwater Management Utility (SMU) is modifying its program to systematically inspect and inventory each facility in the system on a multi-year recurring cycle. In addition, the inlets and connections in each street paving project are inspected for structural integrity and repaired or modified prior to paving. Condition assessment can also occur as part of a customer service response or can be related to a routine cleaning program.	No Change		\$786,298	2.00	\$903,069	\$903,069	\$0	\$0
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU): Operations and Maintenance	Customer Service	2	The Stormwater Management Utility (SMU) usually responds to customer service requests related to problems with street inlets and road intakes the same day they are received, but at least within two working days. The timeline for the complete resolution of a request depends upon the complexity of any additional work that must be completed. Some requests are resolved by the initial responder while he/she is on site; other requests could take weeks to fully resolve if design and construction must be scheduled.	No Change		\$1,572,596	4.00	\$1,806,137	\$1,806,137	\$0	\$0
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU): Operations and Maintenance	Remedial Maintenance	1	This program repairs or improves existing facilities based on the results of structural inspections. Structural inspections may be generated as part of a customer service response, as part of a routine cleaning program, or as part of the Stormwater Management Utility's (SMU) condition assessment program.	No Change		\$589,723	1.50	\$677,301	\$677,301	\$0	\$0
Metropolitan Sewer District (MSD)	Stormwater Management Utility (SMU): Operations and Maintenance	Routine Maintenance	1	This program inspects and cleans all street inlets every other year (50% each year); inlets in sag areas are cleaned and inspected each year; all off road intakes are inspected twice per year and cleaned as needed; critical locations, both on and off road, are inspected weekly and after each storm and cleaned as needed. Programs will be developed later this year for the routine inspection and cleaning of ditches and culverts which are now inspected and cleaned on a reactive basis.	No Change		\$589,723	1.50	\$677,301	\$677,301	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Administration	Contract Administration	3	Provides expert services contractual procurement support for entire department. Provides construction contract procurement support for entire department. Provides contract compliance for all contracts. Supports Small Business Enterprise (SBE) participation for contracts.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$519,090	6.92	\$1,345,738	\$1,345,738	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Administration	Safety	2	Delivers the Safety program to entire Department, including training and guaranteeing safety compliance.	No Change		\$465,280	5.00	\$1,062,569	\$1,062,569	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Administration	Wastewater Division Administration	A	Provides leadership and administrative support for the Wastewater Administration Division.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$8,410,110	10.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Administration	Wastewater Division Administration - Accounting	A	Provides centralized accounting support to entire Department, including management of accounts payable for both capital and operating budgets, accounts receivable, and payroll.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$1,149,100	15.00	\$0	\$0	\$0	\$0



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Metropolitan Sewer District (MSD)	Wastewater Administration	Wastewater Division Administration - Personnel	A	Provides centralized human resources support to entire Department, including recruiting, hiring, retention, training, and personnel development.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$618,530	8.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Combined Sewer Overflow (CSO) Maintenance	1	Performs minor maintenance of the combined sewer overflow (CSO) structures (More extensive repairs are funded out of the capital budget.)	Costs Shifted	Due to Reimbursements from Capital Funds	\$117,540	1.00	\$236,998	\$236,998	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Customer Service	3	Fixed Cost	No Change		\$3,672,772	33.00	\$7,471,532	\$7,471,532	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Maintenance and Cleaning	2	Provides work crews and materials for cleaning and minor repairs of the wastewater collection infrastructure throughout the service area. (More extensive repairs are funded out of the capital budget.)	Costs Shifted	Due to Reimbursements from Capital Funds	\$2,649,233	23.00	\$5,396,764	\$5,396,764	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Maintenance Shop	3	Provides centralized equipment repairs for the Wastewater Collection Division.	No Change		\$1,218,887	11.00	\$2,532,923	\$2,532,923	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Repair and Rehabilitation	1	Fixed Cost	No Change		\$4,931,728	45.00	\$9,889,229	\$9,889,229	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Sewer System Evaluation	2	Provides work crews and materials for closed circuit television evaluation of the wastewater collection infrastructure. Sewer maintenance is prioritized through activities in this program.	No Change		\$2,362,984	20.00	\$4,752,141	\$4,752,141	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Special Projects	4	Fixed Cost	No Change		\$764,189	6.00	\$1,433,153	\$1,433,153	\$0	\$0
Metropolitan Sewer District (MSD)	Wastewater Collection	Wastewater Collection Administration	A	Provides leadership and administrative support for the Wastewater Collection Division. Responsible for all sewers, interceptors, and combined sewer overflow (CSO) structures.	Decreased	Due to Joint Utility Management Plan (JUMP) savings.	\$3,883,510	19.00	\$0	\$0	\$0	\$0
Metropolitan Sewer District (MSD)	Water-In-Basement	Water-In-Basement Response Program	3	Provides customer relief for capacity related wastewater water-in-basement (WIB) problems through cleanup assistance for basement backups, including reimbursements for property damage. Enables the installation of measures to prevent wastewater backups in basements.	Under Review	Proposal to reduce service levels must be approved by federal regulators	\$3,610,390	0.00	\$3,610,390	\$3,610,390	\$0	\$0
Non Departmental	Enterprise Software and Licenses	CHRIS Software and Licensing Fees	4	Fees for Cincinnati Human Resources Information System.	No Change		\$295,450	0.00	\$295,450	\$295,450	\$0	\$0
Non Departmental	Enterprise Software and Licenses	CIT-CO Software and Licensing Fees	3	Fees for City-wide software and licenses. An example is a fee for CHRIS, the Human Resources computer system used city-wide.	Increased	Due to License for Hosted Email	\$931,050	0.00	\$931,050	\$931,050	\$0	\$0
Non Departmental	Enterprise Software and Licenses	CTS Software and Licensing Fees	3		No Change		\$8,500	0.00	\$8,500	\$8,500	\$0	\$0
Non Departmental	Memberships & Lobbyists	Federal Lobbyist Fees	4	Fees for City-wide memberships, lobbying and consulting services.	No Change		\$107,400	0.00	\$107,400	\$107,400	\$0	\$0





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Non Departmental	Memberships & Lobbyists	State Lobbyist Fees	4	Fees for City-wide memberships, lobbying and consulting services.	Decreased	Elimination of State Lobbyist funding.	\$106,000	0.00	\$106,000	\$106,000	\$0	\$0
Non Departmental	Non Departmental Accounts	Audit And Examiner's Fees	1	Required fees to comply with state law and municipal code.	No Change		\$305,720	0.00	\$305,720	\$305,720	\$0	\$0
Non Departmental	Non Departmental Accounts	Cincinnati Music Hall	4	Annual support provided according to contractual agreement.	No Change		\$100,000	0.00	\$100,000	\$100,000	\$0	\$0
Non Departmental	Non Departmental Accounts	Cincinnati Public School Reserves	3	Annual support provided according to contractual agreement.	No Change		\$5,000,000	0.00	\$5,000,000	\$5,000,000	\$0	\$0
Non Departmental	Non Departmental Accounts	City Council Staff Benefits	F	Fixed Cost	No Change		\$5,200	0.00	\$5,200	\$5,200	\$0	\$0
Non Departmental	Non Departmental Accounts	Contribution To City Pension	F	Fixed Cost	Increased	This increase is due to an increase in employer contribution to the City Pension	\$4,369,770	0.00	\$4,369,770	\$4,369,770	\$0	\$0
Non Departmental	Non Departmental Accounts	Downtown Special Improvement District	3	Contractual payments for the downtown Special Improvement District.	No Change		\$112,000	0.00	\$112,000	\$112,000	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Board of Election Expense	F	Fixed Cost	No Change		\$325,000	0.00	\$325,000	\$325,000	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Contribution To Fire Pension	F	Fixed Cost	No Change		\$1,369,270	0.00	\$1,369,270	\$1,369,270	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Contribution To Police Pension	F	Fixed Cost	No Change		\$1,315,580	0.00	\$1,315,580	\$1,315,580	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - HUD Section 108 Debt Service	F	Fixed Cost	No Change		\$632,630	0.00	\$632,630	\$632,630	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Indirect Costs	F	Fixed Cost	No Change		\$378,360	0.00	\$378,360	\$378,360	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Judgments Against The City	F	Fixed Cost	No Change		\$900,000	0.00	\$900,000	\$900,000	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Manager's Office Obligations	F	Fixed Cost	Increased	Due to a company incentive regarding transit passes	\$50,000	0.00	\$50,000	\$50,000	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Mayor's Office Obligations	F	Fixed Cost	Decreased	Due to miscellaneous non-personnel cuts	\$160,000	0.00	\$160,000	\$160,000	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - Police & Fire Fighters' Insurance	F	Fixed Cost	No Change		\$300,000	0.00	\$300,000	\$300,000	\$0	\$0



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Non Departmental	Non Departmental Accounts	FIXED COST - Reserve For Contingencies	F	Fixed Cost	Decreased	Set at \$1 million in General Fund	\$3,100,000	0.00	\$3,100,000	\$3,100,000	\$0	\$0
Non Departmental	Non Departmental Accounts	FIXED COST - State Unemployment Comp	F	Fixed Cost	Increased	Due to layoff coss	\$629,530	0.00	\$629,530	\$629,530	\$0	\$0
Non Departmental	Non Departmental Accounts	General Fund Overhead	F	Fixed Cost	No Change		\$7,779,680	0.00	\$7,779,680	\$7,779,680	\$0	\$0
Non Departmental	Non Departmental Accounts	Hamilton County Clerk of Court Fees	4	Payment for collection of parking fines according to contractual agreement.	No Change	Plan for oarking deal on hold.	\$365,000	0.00	\$365,000	\$365,000	\$0	\$0
Non Departmental	Non Departmental Accounts	Hamilton County Treasurer & Auditor Fees	2	Required fees to compensate for expenses associated with moneys collected by the County Treasurer and Auditor for the City of Cincinnati.	No Change		\$610,000	0.00	\$610,000	\$610,000	\$0	\$0
Non Departmental	Non Departmental Accounts	Lump Sum Payment	F	Fixed Cost	Increased	Due to layoff coss	\$1,500,000	0.00	\$1,500,000	\$1,500,000	\$0	\$0
Non Departmental	Non Departmental Accounts	Port Authority of Greater Cincinnati	3	Contractual payments for economic development services.	No Change		\$700,000	0.00	\$700,000	\$700,000	\$0	\$0
Non Departmental	Non Departmental Accounts	Property Investment Reinvestment Agreements	4	Payments made for multi-year job creation agreements.	Decreased	As these agreements expire and new ones are entered into the costs will fluctuate	\$2,600,000	0.00	\$2,600,000	\$2,600,000	\$0	\$0
Non Departmental	Non Departmental Accounts	Public Employees Assistance	F	Fixed Cost	No Change		\$478,980	0.00	\$478,980	\$478,980	\$0	\$0
Non Departmental	Non Departmental Accounts	Workers' Comp Insurance	F	Fixed Cost	No Change		\$5,598,670	0.00	\$5,598,670	\$5,598,670	\$0	\$0
Non Departmental	SORTA	Southwest Ohio Regional Transit Authority Support	1	Annual support provided according to contractual agreement.	Increased	Due to SORTA transit needs	\$44,865,650	0.00	\$44,865,650	\$44,865,650	\$0	\$0
Office of the Mayor	Office of the Mayor	Office Of The Mayor	A	Presides at the City Council meetings and is responsible for conducting the business of the City Council in an orderly and efficient manner. The Mayor appoints the Vice-Mayor and Council Committee Chairs.	Decreased	Due to staffing changes.	\$597,700	8.00	\$597,700	\$597,700	\$0	\$0



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Parks	Parks Admin and Program Services	Customer Service	2	This program provides oversight of customer service requests and special permitting, and manages the rental process of park sites including premier facilities. This program provides public safety through good customer service. When citizens and visitors have a great experience they provide for a presence in the park system, through this presence the bad elements stay out and make the Police Department's job much easier. This program is responsible for shelter & facility rentals, parking permits, photo permits, special event permits, special use permits, wedding permits, managing the 22 Park Advisory Councils, and delivering training throughout the park system. This program keeps our neighborhoods livable through the customer service delivery of our employees, as well as the service the citizen's receive when they enter our park system.	Cost Shifted	Costs for Customer Service shifted to a special revenue fund where permit fees are deposited.	\$339,710	1.40	\$390,863	\$152,983	\$237,880	\$229,120
Parks	Parks Admin and Program Services	Krohn Conservatory	2	This program manages the on-going operations of the Krohn Conservatory, which includes over 5,000 plants, and multiple events annually including six unique floral shows each year.	Cost Shifted/ Revenue Enhancement	Costs were shifted in to the Krohn special revenue fund due to an admission price increases	\$685,824	3.70	\$687,175	\$368,295	\$318,880	\$48,920
Parks	Parks Admin and Program Services	Nature Education & Centers	2	This program provides more than 1,500 nature programs to the citizens of Cincinnati each year. The programs are a combination of free and paid and reach all social economic levels, and reaches citizens of the region. This program is all about recycling materials into educational tools, using nature as your entertainment, and getting outside. This program promotes "no child left inside," and combats behavioral issues with children.	No Change		\$655,910	15.15	\$820,057	\$820,057	\$0	\$0
Parks	Parks Admin and Program Services	Park Special Events	4	This program provides staffing and management of special events that occur throughout the park system.	No Change		\$44,680	0.60	\$52,991	\$52,991	\$0	\$0
Parks	Parks Admin and Program Services	Parks Administrating - Financial & Business Services	A	Fixed Cost	Costs Shifted	Reimbursement expenses shifted to the Capital Budget and Metropolitan Sewer District Fund	\$1,301,600	7.00	\$0	\$0	\$0	\$0
Parks	Parks Admin and Program Services	Parks Facility Maintenance	2	This program provides for reliable facilities and structures throughout the park system. This program performs over 1,300 preventive & predictive maintenance tasks each year, addresses emergency maintenance issues, and provides contractual oversight when needed.	Costs Shifted	Reimbursement expense shifted to the Capital Budget	\$242,670	5.00	\$311,930	\$311,930	\$0	\$0
Parks	Parks Admin and Program Services	Warder Nursery	3	This program operates the greenhouses at Warder Nursery. This program provides the plant propagation for the Krohn Conservatory shows and permanent collection.	No Change		\$225,376	11.80	\$357,549	\$238,859	\$118,690	\$112,510



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Parks	Parks Office of the Director	Parks Administration - Director's Office	A	The Director's Office manages the entire department according to the Park Board's Annual Business Plan approved by the Board of Park Commissioners. The Plan focuses on the Park Board's Basic Principles: Clean, Safe, Reliable, Green, Beautiful, and Enriching.	No Change		\$225,580	2.00	\$0	\$0	\$0	\$0
Parks	Parks Operations and Facility Management	Greenspace	2	This program provides the ongoing maintenance of the community and business district, and highway greenspace within the city, which includes mowing, trimming, weeding, planting, watering, litter control and pruning according to the Park Board's maintenance standard guidelines. This program is important for the livability of the community, business districts, and highway greenspace that welcome citizens and visitors to Cincinnati. These areas promote an inviting city and encourage that citizens and visitors are in a safe and well maintained area.	Costs Shifted/ Decreased	Reimbursement expenses shifted to the Capital Budget and Metropolitan Sewer District Fund and NBD's Greenspace program cut.	\$589,010	11.00	\$776,886	\$776,886	\$0	\$0
Parks	Parks Operations and Facility Management	Park Land Management	2	This program provides the on-going maintenance of the green infrastructure of the park system including management of invasive plant species, deer management, natural prairies, controlled burns, habitat management, trail management, natural watershed, and pruning according to the Park Board's maintenance standard guidelines. This program handles public safety and keeping sustainable green infrastructure with in our community.	Decreased	Some part-time positions cut.	\$263,290	4.05	\$360,723	\$360,723	\$0	\$0
Parks	Parks Operations and Facility Management	Park Operations and Maintenance	2	This program provides the on-going maintenance of the 5,200 acre park system which includes mowing, trimming, weeding, planting, watering, and litter control.	Costs Shifted/ Decreased	Reimbursement expenses shifted to the Capital Budget and Metropolitan Sewer District Fund. Some part-time positions cut.	\$6,634,742	99.13	\$8,646,791	\$7,919,889	\$726,902	\$10,998
Parks	Parks Operations and Facility Management	Parks Operations Division Administration	A	Fixed Cost	Costs Shifted	Reimbursement expenses shifted to the Capital Budget and Metropolitan Sewer District Fund	\$1,376,940	6.40	\$0	\$0	\$0	\$0
Parks	Parks Operations and Facility Management	Tree Maintenance	2	This program manages the tree population within the park system, which is over 5,200 acres. Staff remove dead and dying trees in order to mitigate hazards and invasive insects such as Emerald Ash Bore Beetle and the Long Horned Beetle.	No Change		\$90,700	2.00	\$153,325	\$153,325	\$0	\$0



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Parks	Parks Operations and Facility Management	Urban Forestry	1	This program manages the City's Street Tree program. There are over 80,000 street trees between the curb and the sidewalk throughout the city. This program manages the annual assessment collected and spent to maintain these trees on a six-year cycle. This program promotes the livability of our city. The Park Board and the City have received the Tree City USA Award for 31 years. It is a proven fact that citizens receive \$85.12 in benefits per tree a each year.	No Change		\$1,768,390	8.50	\$1,768,390	\$0	\$1,768,390	\$31,610
Planning and Buildings	Buildings	Building Inspection	1	This program performs all construction inspections with exception of plumbing, including structural, electrical, HVAC, etc.	Increased	Position moved from Elevators	\$1,839,875	22.00	\$2,104,099	\$67,500	\$2,036,599	\$37,647
Planning and Buildings	Buildings	Buildings Division Administration	A	Fixed Cost	No Change		\$654,550	4.00	\$6,000	\$6,000	\$0	\$0
Planning and Buildings	Buildings	Elevator Inspections	1	This program provides for the inspection of all elevators, escalators, and other assorted equipment within the City of Cincinnati.	Decreased	Position moved to Building Inspections	\$604,970	7.00	\$689,041	\$0	\$689,041	\$40,959
Planning and Buildings	Buildings	Permit Center Customer Service	2	This program manages permit issuance and customer service for the Permit Center.	Increased	This reflects new permit center customer service head	\$720,880	10.00	\$840,982	\$840,982	\$0	\$0
Planning and Buildings	Buildings	Plan Examination	1	This program reviews applications, plans, and specifications for residential and commercial buildings to ensure code compliance.	No Change		\$803,480	8.00	\$899,561	\$0	\$899,561	\$60,439
Planning and Buildings	Buildings	Plumbing Inspections	1	This program performs all plumbing construction inspections.	No Change		\$550,615	7.00	\$634,686	\$0	\$634,686	\$21,068
Planning and Buildings	Planning	Planning Division Administration	A	Fixed Cost	No Change		\$332,850	2.00	\$0	\$0	\$0	\$0
Planning and Buildings	Planning	Historic Conservation	3	This program maintains historic districts, provides environmental reviews of activities, particularly federally funded program reviews for historic properties, manages historic preservation federal tax credits, and conducts heritage & historic research.	No Change		\$242,160	3.00	\$252,040	\$237,040	\$15,000	\$0
Planning and Buildings	Planning	Land Use Planning	1	This program maintains efficient review for subdivisions, zone changes, text changes, planned developments, conditional uses, variance special exceptions, hillsides, design review districts, and the sale or lease of city owned property.	No Change		\$506,960	6.00	\$829,930	\$777,930	\$52,000	\$0
Police	Emergency Communications Center	Administrative Call Handling	2	ECC handles approximately 21,000 administrative or non-emergency calls per month. These calls may be requests for information, requests for directions, inquiries related to old incidents, or for any other purpose.	No Change		\$1,609,988	26.00	\$1,892,428	\$1,892,428	\$0	\$0



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Police	Emergency Communications Center	E9-1-1 Call Handling	2	ECC processes approximately 35,000 E9-1-1 calls per month. These calls may be for police emergencies, fire emergencies, or medical emergencies. The call-taker inputs the incident into the Computer Aided Dispatch (CAD) system for police or fire dispatch. If the call is for a medical emergency, the call-taker will activate the Emergency Medical Dispatch software which involves going through a scripted protocol with the caller, determining the nature of the medical emergency, and providing pre-arrival or post-dispatch instructions to the caller.	Reorganized / Decreased / Costs shifted	Emergency Communications has moved to the City Manager's Department. Positions held vacant. Eligible costs shifted to 911 Cell Phone Fee	\$4,603,886	40.00	\$4,980,725	\$4,369,678	\$611,047	\$0
Police	Emergency Communications Center	Emergency Communications Center Administration	A	ECC responsibilities focus on public safety by directly supporting the mission of emergency responders, including law enforcement, fire, and emergency medical services. This program provides support for the Emergency Communications Center's (ECC) operations by handling budget and finance issues, training, policy and procedure development, resource management, information technology support, reporting, and quality assurance / quality improvement efforts.	Reorganized	Emergency Communications has moved to the City Manager's Department and administration has been reorganized	\$804,994	13.00	\$0	\$0	\$0	\$0
Police	Emergency Communications Center	Fire Dispatch / Emergency Medical Services (EMS) Dispatch	1	Fire Dispatchers dispatch approximately 6,300 fire incidents per month including 4,500 medical incidents. These dispatchers are responsible for maintaining contact with firefighters in the field, making emergency notifications, acting as back-up to E9-1-1 call-takers for Emergency Medical Services (EMS) Dispatch, and activating the civil defense sirens.	Reorganized	Emergency Communications has moved to the City Manager's Department. Positions held vacant. Eligible costs shifted to 911 Cell Phone Fee	\$495,381	8.00	\$562,949	\$452,961	\$109,989	\$0
Police	Emergency Communications Center	Police Dispatch	2	Police Dispatchers dispatch approximately 37,000 police incidents per month. These dispatchers also are tasked with updating the Computer Aided Dispatch (CAD) system, staying in radio contact with officers in the field, and handling officer requests for National Crime Information Center (NCIC) and Regional Crime Information Center (RCIC) information.	Reorganized	Emergency Communications has moved to the City Manager's Department. Positions held vacant. Eligible costs shifted to 911 Cell Phone Fee	\$2,848,441	46.00	\$3,234,840	\$2,588,876	\$645,964	\$0
Police	General Administration and Support	Police Administration	A	Provides executive leadership, management, and administration of department programs and services. Provides information to the public via various media outlets and the department website.	Decreased	The Assistant Police Chief rank has been reduced from 5 to 3 positions.	\$1,974,820	15.00	\$0	\$0	\$0	\$0



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Police	General Administration and Support	Police Administration - Fiscal Affairs	A	Develops and manages the department budget; provides data entry for police requisitions and certifications; and processes accounts payable and accounts receivable. Compiles and processes payroll information. Manages federal and state grants, federal and state asset forfeiture funds, and other special funds. Ensures compliance with Federal, State and City statutes, ordinances, and policies relative to fiscal issues. Enforces provisions of the False Alarm Ordinance.	Under Review	Implementing an Alarm Registration Fee is being considered.	\$788,540	12.00	\$2,000	\$0	\$2,000	\$48,000
Police	General Administration and Support	Police Chief's Community Liaison	3	Coordinates the department's Police Community Relations Efforts including Community Liaison Officers, School Resource Officers, Citizens on Patrol, Police Cadets, Police Explorers, and other department youth initiatives.	Under Review	A reorganization based on sworn position eliminations is under review.	\$419,670	4.00	\$431,702	\$431,702	\$0	\$0
Police	Neighborhood Policing	Investigative Units	2	These officers investigate crimes within their assigned districts such as robberies, burglaries, copper theft, theft from autos, domestic violence, and assaults. When necessary, these units coordinate these investigations with other district investigative units and the Criminal Investigations Section (CIS).	Under Review	A reorganization based on sworn position eliminations is under review.	\$8,279,677	77.00	\$8,511,286	\$8,511,286	\$0	\$0
Police	Neighborhood Policing	Marine Patrol Squad	4	Provides police patrols on the Ohio River during events and activities occurring on the riverfront such as Riverfest and dignitary visits. The Marine Patrol Squad's primary function is to protect life and property on the river and its associated boundaries, while enforcing laws and ordinances when necessary. There are no officers assigned to this squad full time. Officers are detailed on an as needed basis.	Under Review	A reorganization based on sworn position eliminations is under review.	\$16,760	0.12	\$16,760	\$16,760	\$0	\$0
Police	Neighborhood Policing	Mounted Patrol Squad	4	The Mounted Patrol Squad provides an added dimension to policing: crowd control, visibility, public relations, mobility, and travel into areas not accessible by other vehicles. Mounted Patrol Squad officers patrol all areas of the City, including the downtown business district, with emphasis on Fountain Square and the Central Riverfront. The unit is also available to provide service to the five districts upon request.	Eliminated	This program is no longer funded in the budget.	\$1,084,470	10.00	\$1,114,549	\$1,114,549	\$0	\$0
Police	Neighborhood Policing	Neighborhood Liaison Units	2	Officers assigned to the Neighborhood Liaison Units serve as a primary contact for the community to address recurring crime problems and quality of life issues. Citizens can contact these officers via e-mail or the 24-hour Community Problem Oriented Policing (CPOP) cell phone. These officers take the lead in applying the components of problem solving and community policing to address community concerns.	Under Review	A reorganization based on sworn position eliminations is under review.	\$3,978,546	37.00	\$4,089,839	\$4,089,839	\$0	\$0



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Police	Neighborhood Policing	Patrol Services	1	Routinely provides police services, including 24 hours/day, 7 days/week, city-wide response to emergency calls and non-emergency calls for service. These officers are the first responders who initiate neighborhood problem solving, crime prevention initiatives, investigation of crime offenses, and address quality of life issues such as noise violations, animal issues, abandoned vehicles, abandoned buildings, and persons dealing with mental health issues, by serving as the conduit to other City services.	Decreased	A Police Recruit Class planned for 2013 has been cancelled.	\$67,726,051	629.88	\$69,610,807	\$69,610,807	\$0	\$0
Police	Neighborhood Policing	School Crossing Guards	2	Part-time civilian employees serve as school crossing guards providing critical service by ensuring the safety of school children during peak traffic periods. This program is fully reimbursed by the schools.	No Change		\$679,170	39.00	\$796,478	\$0	\$796,478	\$0
Police	Neighborhood Policing	Special Events Unit	2	Coordinates planning for city-wide events and various special events with vendors and other City departments, processes permit applications and not withstanding ordinances, and manages the Police Department's participation during these events (possibly simultaneous events.) Examples of major events include Riverfest and Cincinnati Reds Opening Day, as well as smaller events like church festivals, parades, walks, races, neighborhood street parties, etc.	Revenue Enhancement/Under Review	A Special Events fee is being proposed and the Heritage Events subsidy is being eliminated. A reorganization based on sworn position eliminations is under review.	\$529,230	7.00	\$550,285	\$550,285	\$0	\$0
Police	Neighborhood Policing	Violent Crimes Squads (VCS)	3	The Violent Crimes Squads (VCS) are non-uniform officers who concentrate on responding to and investigating patterns of violent crimes and crimes within targeted district hotspots. These officers also serve outstanding warrants to arrest and incarcerate the subjects committing these violent crimes.	Under Review	A reorganization based on sworn position eliminations is under review.	\$3,655,961	34.00	\$3,758,230	\$3,758,230	\$0	\$0
Police	Operations Support	Evidence & Property Management Section: Court Property Unit	3	Tracks, maintains custody, and disposes of items found, confiscated, forfeited, or held as evidence. Responsible for the disposal of unclaimed property and the destruction of drugs and weapons.	Under Review	Exploring service sharing with Hamilton County. A reorganization based on sworn position eliminations is under review.	\$667,602	6.00	\$685,649	\$685,649	\$0	\$0
Police	Operations Support	Evidence & Property Management Section: Fleet Management Unit	4	Manages current vehicular needs and plans for future vehicular needs, maintains a liaison with the Division of Fleet Services, and monitors vehicle usage by department personnel. Maintains records of mileage, service, accidents, and damage involving department vehicles, as well as from periodic and special reports.	Under Review	A reorganization based on sworn position eliminations is under review.	\$100,440	1.00	\$103,448	\$103,448	\$0	\$0
Police	Operations Support	Evidence & Property Management Section: Impound Unit	3	Receives, secures, and disposes of impounded and seized vehicles. Auctions off unclaimed and forfeited vehicles and exercises supervision of private towing companies on the police rotation towing list.	Decreased/Under Review	Due to civilianization of staffing. A reorganization based on sworn position eliminations is under review.	\$527,920	8.00	\$551,983	\$0	\$551,983	\$908,017





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Police	Operations Support	Evidence & Property Management Section: Supply Unit	4	Orders, receives, stores, and distributes items needed by the department to maintain normal operations. This responsibility includes office supplies, report and administrative forms, firearms and related equipment, as well as uniform orders and maintenance. This unit directs an annual inspection of uniform parts and other department issued equipment.	Decreased/ Under Review	Due to civilianization of staffing. A reorganization based on sworn position eliminations is under review.	\$445,068	4.00	\$457,100	\$457,100	\$0	\$0
Police	Operations Support	Police Records	2	Receives, reviews, and maintains most criminal offense reports, auto accident reports, and related records. Responsible for maintaining the department's computerized criminal and traffic court dockets, court information sheets, and statistical reports. Processes traffic violation citations, Ohio Crash Reports, and applications for firearm transfer and registration. Responds to all public records requests.	Under Review	Coordinating with the Law Department to provide electronic police records. A reorganization based on sworn position eliminations is under review.	\$1,727,861	27.00	\$1,809,074	\$1,809,074	\$0	\$0
Police	Operations Support	Police Records: Telephone Crime Reporting Unit (TCRU)	4	Receives and processes minor complaints and offense reports by telephone for the department.	Under Review	A reorganization based on sworn position eliminations is under review.	\$255,979	4.00	\$268,011	\$268,011	\$0	\$0
Police	Personnel Training and Support	Human Resources Section: Firearms Training Unit	3	Responsible for the department's live firearms training. Conducts annual firearms qualifications for all sworn personnel and firearms instruction for police recruits. This unit inspects, repairs, and evaluates department firearms and makes recommendations on appropriate ammunition for department use.	Under Review	A reorganization based on sworn position eliminations is under review.	\$372,590	5.00	\$387,630	\$387,630	\$0	\$0
Police	Personnel Training and Support	Police Administration - Human Resources Section: Personnel Unit	A	Maintains employee personnel records, coordinates personnel assignments, and maintains a liaison between department employees, the City physician, the police psychologist, and the City's Human Resources Department. It also processes Family Medical Leave Act (FMLA) requests, coordinates Americans with Disabilities Act (ADA) requests, monitors the injured with pay (IWP) process, coordinates the sick leave request process, monitors the grievance process, and maintains records concerning the department's Affirmative Action Plan. Assists department employees engaged in the retirement or resignation process. Provides a liaison to the Ohio Police & Fire Pension Fund (OP&F) Board and the City's Retirement Office.	Decreased	A Police Recruit Class planned for 2013 has been cancelled.	\$407,740	6.00	\$0	\$0	\$0	\$0
Police	Personnel Training and Support	Police Administration Human Resources Section: Recruitment and Background Squad	A	Provides recruitment outreach, testing, and selection of personnel for sworn recruit classes and provides background investigation services for the Police Department and the Emergency Communications Center (ECC).	Under Review	Implementing a fee for administering background checks is being considered. A reorganization based on sworn position eliminations is under review.	\$645,170	6.00	\$0	\$0	\$0	\$0



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Police	Personnel Training and Support	Police Training Unit (Human Resources Section)	3	Develops and conducts training programs, including recruit, in-service, and firearms training with the Firearms Training Simulator (FATS). Conducts training in the areas of supervision, management, physical fitness, self-defense, officer survival, interpersonal skills, legal issues, and current topics. Coordinates numerous outside training requests, Federal Bureau of Investigation (FBI) training programs, and computer training programs. Produces training bulletins, memos, and video programs for department use at roll calls. Conducts the Citizen Police Academy and Student Police Academy.	Under Review	A reorganization based on sworn position eliminations is under review.	\$1,185,930	13.00	\$1,225,033	\$1,225,033	\$0	\$0
Police	Planning and Professional Standards	Inspections Section	4	Monitors the activity of the department through staff inspections and unannounced inspections conducted on a random basis, including the department's random drug-testing program. At the annual uniform inspection, the condition of issued equipment is monitored, and compliance with department dress and grooming standards is ensured. Conducts critical reviews of all use of force incidents and serves as the department's central record repository for all use of force incidents.	Under Review	A reorganization based on sworn position eliminations is under review.	\$758,470	4.00	\$770,502	\$770,502	\$0	\$0
Police	Planning and Professional Standards	Planning Section	4	Develops policies and procedures to implement best practices and professional standards. Responsible for planning, research, and development of programs that maximize the effective use of department personnel and resources. Responsible for long-range planning, developing and maintaining forms and procedures, conducting legal research, and tracking civil litigation involving the department and its members. Serves as the department's liaison with the City Solicitor's Office.	Under Review	A reorganization based on sworn position eliminations is under review.	\$672,920	5.00	\$687,960	\$687,960	\$0	\$0
Police	Planning and Professional Standards	Professional Standards Section	4	Responsible for investigating citizen complaints of a serious nature, complaints of alleged police misconduct, alleged misconduct of department civilian employees and use of force incidents that result in serious injury or death. This section coordinates pre-disciplinary hearings in conjunction with the department hearing officer(s) and coordinates the investigation of complaints referred by the Citizens Complaint Authority (CCA).	Decreased/ Under Review	CALEA Certification costs have been eliminated. A reorganization based on sworn position eliminations is under review.	\$1,344,360	15.00	\$1,389,479	\$1,389,479	\$0	\$0



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Police	Special Investigations	Crime Analysis & Problem Solving	3	Responsible for coordinating the department's efforts in the application of problem solving methodologies. Transforms raw information and data into intelligence for police deployment and to facilitate tactical, strategic, and administrative decision making. Acts as a liaison between external and internal sources of information regarding issues affecting both local and regional law enforcement. Coordinates the collection, processing, and dissemination of relevant data throughout the department. Coordinates training for district crime analysts, reviews new information sources for possible use by the department, and coordinates department wide reports for use by the command staff. These services are supported by the Project Coordination Squad and the Real Time Crime Center (RTCC) / Crime Stoppers.	Decreased/ Under Review	Decrease due to civilianization of staffing. A reorganization based on sworn position eliminations is under review.	\$430,113	4.00	\$442,145	\$442,145	\$0	\$0
Police	Special Investigations	Criminal Investigations Section: Homicide Unit	3	Investigates homicides, all violent or suspicious deaths, fire deaths, police shootings, police use of force resulting in hospitalization, prisoner deaths while in custody, potentially fatal assaults, felony patient abuse and neglect cases, kidnappings and abductions. Maintains a central file of confiscated weapons. Administers the department's Robbery Apprehension Program (RAP) which provides alarms for residents and businesses that are subjects of repeat robbery offenses. This unit also serves as the department's liaison with the Hamilton County Coroner's Office and is responsible for the direct supervision of the Criminalistics Squad which provides crime scene processing and evidence analysis.	Under Review	A reorganization based on sworn position eliminations is being reviewed.	\$4,041,334	40.00	\$4,161,650	\$4,161,650	\$0	\$0
Police	Special Investigations	Criminal Investigations Section: Major Offenders Unit	3	Responsible for the operation of the Financial Crimes Squad, which conducts investigations of financial institution robberies, fraud, forgery, credit card fraud, identity theft, check fraud, embezzlement, extortion, and coercion and bribery offenses. This unit also administers the Rapid Indictment Program (RIP) which utilizes designated officers to present cases directly to the Hamilton County Grand Jury. This program is a court overtime cost savings measure.	Under Review	A reorganization based on sworn position eliminations is under review.	\$1,889,163	18.00	\$1,943,305	\$1,943,305	\$0	\$0
Police	Special Investigations	Criminal Investigations Section: Personal Crimes Unit	3	Investigates rapes and other sexual assault offenses, missing persons, child stealing, and certain other crimes against children. Acts as a liaison with the Hamilton County Juvenile Court and other social support organizations. Coordinates and schedules all polygraph and computer voice stress analyzer examinations.	Under Review	A reorganization based on sworn position eliminations is under review.	\$2,341,744	25.00	\$2,416,942	\$2,416,942	\$0	\$0



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Police	Special Investigations	Intelligence Unit	3	Gathers, analyzes, stores, and disseminates information concerning organized crime, terrorist activity, and criminally violent groups. Monitors threats against public safety, threats against public officials, and threats against police officers. Oversees firearm investigations, fencing of stolen property, pawn shop coordination, auto theft coordination, and the coordination of city-wide investigative efforts for burglary offenses. Maintains a network of communication with regional and national intelligence organizations.	Under Review	A reorganization based on sworn position eliminations is under review.	\$1,151,754	16.00	\$1,199,880	\$1,199,880	\$0	\$0
Police	Special Investigations	Intelligence Unit: Special Task Forces	3	This Intelligence Unit is tasked with participating in special task forces as required by the department. For example, the Southern Ohio Fugitive Apprehension Strike Team (SOFASST) is a multi-agency task force headed by the United States Marshals Office designed to locate and apprehend those persons wanted for violent felonies. This partnership formed by the participation of multiple agencies combines resources and allows for ease in crossing jurisdictional boundaries to locate and apprehend fugitives. Another task force, Project Disarm, involves a partnership between the department, the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), the Hamilton County Prosecutor's Office, and the United States Attorney's Office to investigate and prosecute those engaged in the illegal possession and trafficking of firearms. Cases involving persons arrested for the illegal possession of firearms by Cincinnati police officers are reviewed, and those who have a high propensity for violence are designated for prosecution under Project Disarm. Those cases are then prosecuted federally where the sentences tend to be much stricter. These efforts work hand in hand with the Cincinnati Initiative to Reduce Violence (CIRV) in targeting those who have the highest propensity for gun violence.	Under Review	A reorganization based on sworn position eliminations is under review.	\$719,846	10.00	\$749,925	\$749,925	\$0	\$0
Police	Special Investigations	Narcotics and Vice Unit	2	The Narcotics and Vice Unit is comprised of three squads: Drug Major Violators Squad, the Vice Regulatory Enforcement Squad, and the Drug Enforcement Administration Agency Squad. These squads coordinate department activity related to general vice and drug enforcement, including laws related to liquor, prostitution, gambling, drugs, obscenity, pornography, and regulatory violations.	Under Review	A reorganization based on sworn position eliminations is under review.	\$5,896,270	28.00	\$5,980,491	\$5,980,491	\$0	\$0



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Police	Special Operations	Canine Squads	3	The Canine Squads include patrol canines, narcotic detection canines, and explosive device detection canines and their associated handlers. The Patrol Canine Squad is responsible for assisting district officers in high-risk search situations, including natural disaster response, for rescue and recovery services, and the tracking of felony suspects, suspects reasonably believed to be armed, and suspects of other crimes of violence. The Detection Canine Squad is responsible for the completion of two distinct missions: 1) The narcotic detection teams are responsible for assisting officers in detecting and locating illegal narcotics; these teams respond to scenes as requested; and 2) The explosive device teams are responsible for assisting officers in locating explosive devices. The Detection Canine Squad will respond to calls for service, be available for planned events, and conduct proactive searches such as sweeps prior to dignitary visits. The Canine Squads work in conjunction with other law enforcement agencies within Hamilton County through mutual aid agreements.	Under Review	A reorganization based on sworn position eliminations is being reviewed.	\$2,190,250	13.00	\$2,229,353	\$2,229,353	\$0	\$0
Police	Special Operations	Parks Unit	2	Provides patrol of the City's 141 park areas, which encompass 4,765 acres of land. Provides a visible police presence, response to citizen requests for assistance, enforcement of criminal and traffic laws, regulation of non-criminal conduct, investigation of criminal activity, and enforcement of park rules. The Parks Unit also represents the department on matters concerning the planning and coordination of events within the City's parks.	Decreased	This Unit has been disbanded as patrol of parks is now handled by individual police districts.	\$1,290,339	12.00	\$1,326,434	\$1,326,434	\$0	\$0
Police	Special Operations	Safe Streets Unit	2	Provides department-wide enforcement of an intensive, zero-tolerance approach to street crimes, drug trafficking, and quality of life issues. Services include seeking out and arresting both minor and major criminal offenders by enforcing every law and employing every tool available to inconvenience criminals. This includes the use of uniform patrols, mountain bike officers, plainclothes officers, and confidential informants (CIs). Also assists the districts by targeting hot spots and providing additional uniform presence during high profile community events.	Under Review	A reorganization based on sworn position eliminations is under review.	\$860,226	8.00	\$884,289	\$884,289	\$0	\$0
Police	Special Operations	Special Weapons and Tactics (SWAT) & Tactical Planning Unit	3	Performs tactical planning and training for City and department personnel. Available for special weapons and tactics (SWAT) response to critical incidents and high risk search warrants on a 24 hours/day, 7 days/week basis. This unit is augmented for emergency responses by other Special Weapons and Tactics (SWAT) trained personnel. Serves as liaison with local, state, and federal resources related to homeland security and all types of emergency preparedness for the City and surrounding communities.	Under Review	A reorganization based on sworn position eliminations is under review.	\$890,210	4.00	\$902,242	\$902,242	\$0	\$0



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Police	Special Operations	Traffic Unit	2	Responsible for coordinating the department's traffic enforcement efforts. The unit includes sworn personnel operating both marked patrol vehicles and motorcycles. Provides selective enforcement and other specialized traffic-related services including: radar and intoxilyzer training and certification, fatal accident investigation, assisting the Federal Aviation Administration (FAA) and the Ohio State Highway Patrol (OSHP) in aircraft crash investigations, and assisting the Ohio Department of Natural Resources (ODNR) Division of Watercraft, in boat crash investigations. The unit also acts as a liaison and an implementation site for state programs such as the seat belt and holiday drunk driving programs. Additionally, this unit utilizes civilian staff to provide public vehicle inspections and to regulate the Private Police commissioned by the Police Chief.	Under Review	A reorganization based on sworn position eliminations is under review.	\$3,245,050	38.00	\$3,359,351	\$3,359,351	\$0	\$0
Police	Special Operations	Violent Crimes Enforcement Team (VCET)	3	The Violent Crimes Enforcement Team (VCET) is a task force sponsored by the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF). The team is comprised of agents from the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), Cincinnati police officers, and Ohio parole officers. Violent Crimes Enforcement Team (VCET) officers target illicit gun traffickers, prohibited-convicted felons who possess firearms, offenders identified in the Cincinnati Initiative to Reduce Violence (CIRV) program, and conduct gang investigations.	Under Review	A reorganization based on sworn position eliminations is under review.	\$860,226	8.00	\$884,289	\$884,289	\$0	\$0
Police	Technology Support	Technology and Systems Section	3	Assists and supports all levels of the department in the planning, installation, and utilization of information technology. Facilitates the collection, storage, and distribution of electronic data. Responsible for the implementation and operation of special applications such as mobile vehicle recorders, surveillance camera systems, and automated license plate reader technology. Provides liaison staff to the Emergency Communications Center (ECC).	Under Review	A reorganization based on sworn position eliminations is under review.	\$1,459,180	15.00	\$1,504,299	\$1,504,299	\$0	\$0
Public Services	Division of City Facility Management	Architecture Design Services	3	This program provides management, architectural services and maintenance of all city-owned buildings.	No Change		\$302,660	5.00	\$315,255	\$315,255	\$0	\$0
Public Services	Division of City Facility Management	Building Rehabilitation	3	This program provides management, architectural services and maintenance of all city-owned buildings that are in need of repair or rehabilitation.	Costs Shifted	Reimbursement expenses shifted to the Capital Budget and Income Tax-Infrastructure Fund	\$8,140	0.00	\$8,140	\$8,140	\$0	\$0
Public Services	Division of City Facility Management	City Hall Operations	3	This program provides staffing and material costs to seamlessly operate City Hall so occupants and citizens can function effectively. This also includes overseeing the daily functions of private contractors and frequent interaction with City Administration.	No Change		\$550,010	1.00	\$560,081	\$560,081	\$0	\$0



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Public Services	Division of City Facility Management	Energy Costs	3	This program provides for the payment of Utility Bills for gas and electric.	No Change		\$487,860	0.00	\$487,860	\$487,860	\$0	\$0
Public Services	Division of City Facility Management	Fountain Square Skywalk System	2	This program funds the maintenance, utilities and other operational costs to assist 3CDC in the daily operations of Fountain Square by monitoring and overseeing the various contracts.	No Change		\$285,090	0.00	\$285,090	\$285,090	\$0	\$0
Public Services	Division of City Facility Management	Maintenance Services	3	This program provides daily repair and operational maintenance of 911, all Police and Fire Stations, City Hall, and all other general fund buildings. This program also provides oversight of State mandated testing and maintenance of building safety systems. This program provides the necessary management of Energy Performance Contracts.	No Change		\$2,513,430	22.00	\$2,614,157	\$2,614,157	\$0	\$0
Public Services	Division of City Facility Management	Property Management	2	This program funds the costs to oversee and support private entities operating City owned assets such as Fountain Square, City Hall, Findlay Market, and Centennial Two or private groups which occupy City buildings such as the Art Museum and Music Hall.	No Change		\$1,227,740	1.00	\$1,230,259	\$1,230,259	\$0	\$0
Public Services	Division of Fleet Services	Equipment Service	3	This program evaluates and inspects all new vehicles and performs all functions needed to place these vehicles in service.	No Change		\$568,010	7.00	\$607,851	\$607,851	\$0	\$0
Public Services	Division of Fleet Services	Fuel System	3	This program performs all functions necessary to maintain 19 fueling sites throughout the City. Some of these functions include the procurement of gasoline, diesel fuel and E-85. This program is also responsible for maintaining databases regarding fuel key issues.	Decreased	Decreased expenditures related to fuel.	\$7,833,930	0.00	\$7,833,930	\$7,833,930	\$0	\$0
Public Services	Division of Fleet Services	Operations	3	This program performs all functions necessary to maintain a safe and effective level of vehicles and equipment for City operations. These functions include evaluating and inspecting the condition of vehicles and equipment and performing the necessary repairs and maintenance.	No Change		\$9,580,240	53.00	\$9,881,890	\$9,881,890	\$0	\$0
Public Services	Division of Fleet Services	Parts Inventory	4	This program provides the efficient and effective distribution of vehicle and equipment parts to the staff performing repairs and maintenance on the equipment.	No Change		\$5,980	0.00	\$5,980	\$5,980	\$0	\$0
Public Services	Division of Neighborhood Operations	Cemetery Management	4	This program is the result of a court order to provide grass mowing and necessary maintenance to the Wesleyan Cemetery.	Decreased	Decreased to match court ordered maintenance levels.	\$22,310	0.00	\$22,310	\$22,310	\$0	\$0
Public Services	Division of Neighborhood Operations	Central Business Area Cleaning	3	This program utilizes a crew of inmates overseen by a sheriff to clean debris from the right of way in the Central Business District and in Over-The-Rhine.	No Change		\$434,360	4.00	\$491,343	\$491,343	\$0	\$0
Public Services	Division of Neighborhood Operations	Citywide Dumpster Program	2	This program maintains yard and run roll off boxes to remove trash, yard waste, metal and tires. This program also provides roll off containers for community clean up events. Employees also drive trucks for snow removal during the winter. Lastly, this program also funds the tipping fees for all debris collected in all City dumpsters.	Under Review	Charge fees to other City Departments who utilize the Department's dumpster service	\$252,540	3.00	\$295,277	\$295,277	\$0	\$0



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Public Services	Division of Neighborhood Operations	Customer Service	3	This program is the 591-6000 Call Center that is responsible for taking customer calls for all City agencies. This program also provides notification to the Divisions in the Department of Public Services of matters that need immediate attention. For example, missed garbage collection, customer notification for dead animal removal and customer concerns regarding Winter Operations.	Increased/ Under Review	Increased expenses for additional Customer Service Representative. Citywide review of Call Centers/ Customer Service	\$667,280	8.38	\$726,162	\$726,162	\$0	\$0
Public Services	Division of Neighborhood Operations	Dead Animal Removal	3	This program removes dead animals from the right-of-way. This program also provides the staffing necessary for response to Winter Operations.	No Change		\$54,710	1.00	\$68,956	\$68,956	\$0	\$0
Public Services	Division of Neighborhood Operations	Graffiti Abatement	2	This program paints over and/or cleans graffiti from the public right of way. This program also provides the staffing necessary for response to Winter Operations.	Decreased	Charge property owners for the removal of graffiti from their property	\$341,640	4.00	\$374,424	\$374,424	\$0	\$0
Public Services	Division of Neighborhood Operations	Greenspace & Lots	1	This program includes cutting grass and removing weeds, debris and litter in right-of-ways, steps, walls and guardrails. This program also provides funding for staffing during Winter Operations.	Under Review	Greenspace Service Betterment	\$1,643,240	23.00	\$1,692,604	\$1,692,604	\$0	\$0
Public Services	Division of Neighborhood Operations	Keep Cincinnati Beautiful Support	3	This program educates the public on beautification, litter prevention, waste reduction, and recycling.	Decreased	Decreased Keep Cincinnati Beautiful support.	\$483,000	0.00	\$483,000	\$483,000	\$0	\$0
Public Services	Division of Neighborhood Operations	Neighborhood Right-Of-Way Cleaning	2	This program provides resources to remove debris and litter, dumped materials such as tires, yard waste, construction and roofing materials and unwanted furniture, from alleys and the right of way. This program also empties corner trash cans through Neighborhoods. Lastly, this program also provides the staffing necessary for response to Winter Operations.	Decreased	Decreased expenditures due to position eliminations and increased position vacancy allowance.	\$777,890	13.00	\$878,388	\$878,388	\$0	\$0
Public Services	Division of Neighborhood Operations	Solid Waste Curbside Collection	1	This program provides weekly curbside collection of solid waste.	Decreased	Increased yard waste, cart repair and parts expenditures, which is offset by savings resulting from route optimization.	\$10,813,480	95.00	\$12,166,823	\$12,166,823	\$0	\$0
Public Services	Division of Neighborhood Operations	Street Sweeping	1	This program supports the Street Sweeping Program by removing vehicles that would impede street sweeping. This program is also responsible for the removal of signs on City owned property and in the right-of-way.	Under Review	Contract residential street sweeping services	\$2,157,770	10.00	\$2,179,233	\$2,179,233	\$0	\$0
Public Services	Division of Neighborhood Operations	Street Sweeping Code Enforcement	2	This program issues parking citations to illegally parked cars interfering with street sweeping services.	Under Review	Code Enforcement Officers given full police powers	\$120,680	1.00	\$122,826	\$122,826	\$0	\$0
Public Services	Division of Neighborhood Operations	Tire Collection	3	This program provides curbside tire collection on a weekly basis with a four tire per address limit.	Eliminated	Tire collection program is eliminated	\$29,510	0.00	\$29,510	\$29,510	\$0	\$0
Public Services	Non Departmental Accounts	Fleet Services Division Administration	A	Fixed Cost	No Change		\$341,490	5.00	\$0	\$0	\$0	\$0





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Public Services	Non Departmental Accounts	Neighborhood Operations Division Administration	A	Fixed Cost	No Change		\$626,290	8.62	\$45,730	\$45,730	\$0	\$0
Public Services	Non Departmental Accounts	Public Services Administration	A	Fixed Cost	Increased	Increased resources for Kronos Time and Attendance System	\$563,972	3.31	\$0	\$0	\$0	\$0
Public Services	Non Departmental Accounts	Public Services Administration - Financial & Quality Control	A	Fixed Cost	No Change		\$252,080	1.00	\$0	\$0	\$0	\$0
Public Services	Office of the Director of Public Services	Public Services Administration - Human Resources	A	This program manages human resources and employee safety.	Increased	Addition of new HR staff	\$300,880	2.00	\$0	\$0	\$0	\$0
Public Services	Office of the Director of Public Services	Public Services Administration - Office of the Director	A	This program oversees the administration and operation of the Public Services Department.	No Change		\$246,508	1.69	\$0	\$0	\$0	\$0
Public Services	Traffic and Road Operations	Pavement Maintenance	1	This program provides repair and maintenance for potholes, pavement, gutters, and traffic speed bumps.	Under Review	Implement a work order system	\$3,217,310	43.50	\$3,217,310	\$3,217,310	\$0	\$0
Public Services	Traffic and Road Operations	Roadway Lighting Systems	1	This program provides repair and maintenance for all roadway lighting in the Central Business District and for all light poles owned by the City.	Under Review	Implement a work order system	\$684,150	12.00	\$822,165	\$822,165	\$0	\$0
Public Services	Traffic and Road Operations	Structure Maintenance	1	This program maintains city walls, bridges, steps, guardrails and attenuators. This program also maintains inlets and storm drains.	Under Review	Implement a work order system	\$3,819,670	57.00	\$3,819,670	\$3,819,670	\$0	\$0
Public Services	Traffic and Road Operations	Traffic and Road Operations Division Administration	A	This program oversees the administration and operation of the Traffic and Road Operations Division.	No Change		\$305,400	0.00	\$0	\$0	\$0	\$0
Public Services	Traffic and Road Operations	Traffic Control	1	This program maintains safe traffic flow by maintaining over 150,000 traffic signs and over one million lines of pavement markings in the roadway. This program also provides traffic control during special events as well as roadway emergencies. Lastly, this program manufactures and designs signage.	Under Review	Implement a work order system	\$2,194,540	24.00	\$2,194,540	\$2,194,540	\$0	\$0
Public Services	Traffic and Road Operations	Traffic Signal Systems	1	This program provides repair and maintenance for all roadway signals such as, traffic signals, school crossing signals, and crosswalk signals.	Under Review	Implement a work order system	\$1,764,070	24.00	\$2,017,098	\$2,017,098	\$0	\$0
Public Services	Traffic and Road Operations	Winter Operations	1	This program provides safe roadways during snow and ice events and addresses isolated icing when weather conditions warrant.	Decreased	Reduction in salt expenses	\$2,951,410	0.00	\$2,951,410	\$2,951,410	\$0	\$0
Recreation	Aquatics	Aquatics	4	Provides open swimming sessions at neighborhood pools, as well as swim team, water aerobics, swim lessons, and youth lifeguard training programs.	Decreased	Close five pools.	\$1,435,170	45.80	\$1,687,182	\$1,412,482	\$274,700	\$0



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Recreation	Arts	Arts Administration	4	Provides administrative support for the arts grants programs funded by the City.	Eliminated	This program is no longer funded in the budget	\$50,000	0.00	\$50,000	\$50,000	\$0	\$0
Recreation	Athletics	Athletics	4	Provides fun, safe, and quality athletic and physical fitness programs including sports leagues, lessons, camps, and clinics.	Decreased	Decreased General Fund part-time staff.	\$946,500	6.70	\$983,318	\$502,148	\$481,170	\$0
Recreation	Community Center Operations	Adult Programming	4	Provides year-round recreational programs and activities for adults. These programs include opportunities for participation in cultural and health and wellness activities and organized fitness and athletic programs.	Decreased	Decreased part-time program staff	\$838,955	10.00	\$908,665	\$651,505	\$257,160	\$1,300
Recreation	Community Center Operations	Recreation Center Maintenance	4	Provides for year-round janitorial building support at individual recreation centers. This includes daily trash removal, general building janitorial care, floor care, building safety inspections and landscaping.	Decreased	Decreased part-time staff	\$371,090	20.75	\$515,738	\$515,738	\$0	\$0
Recreation	Community Center Operations	Recreation Center Operations	3	Provides for the general supervision, program planning, and budget monitoring for year-round recreational programs and activities for children, youth, and teens at 24 recreation centers. This program level functions as a liaison to the local schools, non-profits, and community groups.	Decreased	Close Bush center, cut part-time maintenance staff.	\$3,049,450	24.00	\$3,216,753	\$2,917,333	\$299,420	\$1,520
Recreation	Community Center Operations	Senior Programming	4	Provides year-round recreational programs and activities for seniors. These programs include opportunities for seniors to become involved in art and cultural activities, participate in health and wellness workshops, and in organized athletic activities. Recreation centers also provide hot lunch programs and health screenings for senior members.	Reorganized	Seniors Administration is being combined with a Community Center leadership.	\$191,345	3.00	\$212,258	\$146,648	\$65,610	\$2,750
Recreation	Community Center Operations	Youth Programming	3	Provides year-round recreational programs and activities for children, youth, and teens. These programs include instruction in the arts, nature education, health and wellness programs and involvement in organized athletic activities. Recreation centers also provide after school and summer care for working families and select employment opportunities for youth and teens.	Decreased	Decreased part-time program staff.	\$5,805,460	152.50	\$6,451,640	\$4,607,620	\$1,844,020	\$17,300
Recreation	Golf	Golf	4	Provides full service, high quality, and value-driven golf experiences to the citizens of Cincinnati.	Decreased	Decreased costs for outside contract	\$6,792,850	2.00	\$6,806,792	\$406,792	\$6,400,000	\$0
Recreation	Indoor/Facility Maintenance	Indoor/Facility Maintenance	3	Provides infrastructure support to a network of neighborhood recreation centers, aquatic facilities, tennis operations, rental shelters, and numerous outbuildings. This division provides expertise in areas such as electrical, HVAC, roofing, carpentry, plumbing, painting, masonry, and glasswork. This division ensures that department facilities are safe, comfortable and aesthetically attractive for participants.	Decreased	Decreased part-time maintenance staff.	\$1,810,150	15.00	\$1,877,071	\$1,873,571	\$3,500	\$0



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Recreation	Non Departmental Accounts	Recreation Administration - Design, Communications, and Marketing	A	Fixed Cost	No Change		\$138,220	2.00	\$0	\$0	\$0	\$500
Recreation	Non Departmental Accounts	Recreation Administration - Director's Office	A	Fixed Cost	No Change		\$489,810	5.00	\$0	\$0	\$0	\$5,000
Recreation	Non Departmental Accounts	Recreation Administration - Financial Management and Information Technology	A	Fixed Cost	No Change	Cut Clerk Typist 3 position.	\$1,128,650	12.40	\$30,630	\$30,630	\$0	\$100,800
Recreation	Outdoor Maintenance	Outdoor Maintenance	3	Provides maintenance support to a network of neighborhood recreation centers, aquatic facilities, tennis courts, rental shelters, athletic fields, basketball courts, and playgrounds. This division provides services such as mowing, trash pick-up, mulching, curb appeal aesthetics, playground equipment inspection and repair, sport fields upkeep, and general maintenance. This division ensures that these areas are safe, playable, and aesthetically attractive for participants.	Decreased	Decreased outdoor part-time maintenance staff.	\$3,170,650	56.70	\$3,565,904	\$3,565,604	\$300	\$0
Recreation	Seniors	Seniors Activities	4	Provides high quality recreation and leisure experiences to senior citizens including a variety of social, athletic, cultural, educational, and recreational activities.	Reorganized	Seniors Administration is being combined with a Community Center leadership.	\$564,190	13.10	\$680,253	\$395,993	\$284,260	\$1,240
Recreation	Support Services	Recreation Administration - Human Resources	A	Manages all human resources functions including hiring, staff training and development, and maintenance of all personnel records; ensures compliance with Federal and State laws and collective bargaining agreements.	No Change		\$342,080	4.70	\$0	\$0	\$0	\$0
Recreation	Technical Services Division	Planning and Development	2	Provides guidance and management of the Capital Improvement Program to provide safe and attractive recreation facilities throughout the City.	Decreased	Transfer part time personnel to Support Services program, charge eligible expenses to Capital.	\$255,111	9.00	\$255,111	\$255,111	\$0	\$0
Recreation	Therapeutic Recreation	Therapeutic Recreation	4	Provides high quality support services, training, advocacy, and therapeutic recreation programs with specialized and inclusive programming for adults and youth.	No Change		\$856,610	28.70	\$994,977	\$911,967	\$83,010	\$2,490
Transportation & Engineering	Airport	Airfield Maintenance	2	This program is responsible for keeping the runways free from over grown grass and weeds; performing spot repairs to the runways; as well as maintaining the approach lights.	No Change		\$636,297	4.55	\$874,710	\$874,710	\$0	\$0
Transportation & Engineering	Airport	Airport Buildings Maintenance	4	This program is responsible for the cleaning and repairs to the main terminal building, including the restaurant and leased spaces.	No Change		\$158,942	1.30	\$227,060	\$227,060	\$0	\$0



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Transportation & Engineering	Airport	Airport Flood Control	3	This program is responsible for operating the pumping stations to insure that the airport is functional during flood events.	No Change		\$79,471	0.65	\$113,530	\$113,530	\$0	\$0
Transportation & Engineering	Airport	Airport Operations	2	This program is responsible for the operation of the airport and serving as the liaison with the Federal Aviation Administration (FAA) as well as current and future airport tenants. There are multiple tenants in the main terminal and well as the corporate hangars and various rental hangars. This program is responsible for contracting out security services at the airport.	No Change		\$261,172	1.30	\$329,290	\$0	\$329,290	\$1,765,710
Transportation & Engineering	Airport	Airport Winter Operations	2	This program is responsible for keeping the runways free and clear of ice and snow. The runways are kept clear by a large motorized broom and liquid de-icing chemicals.	No Change		\$158,942	1.30	\$227,060	\$227,060	\$0	\$0
Transportation & Engineering	Engineering	Bicycle Infrastructure	2	This program funds activities that enhance and improve bicycle/pedestrian transportation, safety and access citywide and as part of the larger regional effort. Specific improvement projects may include bicycle safe inlets, bicycle lanes, sharrows, bike racks, parking, signage, railroad crossings, traffic improvements, safety projects and multi-use paths/trails. This project helps fund labor, materials, and technologies needed to plan, design, acquire right-of-way, build, survey, and inspect the proposed improvements.	Under Review/ Costs Shifted	Cost Sharing with adjacent jurisdictions. Eligible costs shifted into Income Tax Infrastructure Fund.	\$70,396	5.89	\$101,343	\$101,343	\$0	\$0
Transportation & Engineering	Engineering	Bridge Inspection	1	This program is responsible for the inspection and evaluation of the City's 65 bridges, the maintenance of a bridge condition inventory, and assures regulatory compliance with Section 723.54 of the Ohio Revised Code which mandates the inspection of these bridges.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$10,747	2.24	\$14,602	\$14,602	\$0	\$0
Transportation & Engineering	Engineering	Bridge Rehabilitation	1	This program is responsible for preserving, improving, and enhancing Cincinnati's 65 bridges that carry 1.4 million square feet of streets. This program prioritizes, coordinates, designs, and prepares contract documents for the repair, rehabilitation, and reconstruction of these assets.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$105,750	6.18	\$120,882	\$120,882	\$0	\$0
Transportation & Engineering	Engineering	Client Services - Project Design and Engineering	4	This program provides professional engineering design, architectural design services for various City projects, community development projects, parking facility projects, transportation improvement projects, aviation improvement and asset preservation projects. The program provides effective services to the Department's programs as well as to the Departments external customers in an effort to ensure the timely, cost-effective delivery of transportation, neighborhood, parking and economic development projects.	No Change		\$59,293	1.44	\$66,066	\$66,066	\$0	\$0



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Transportation & Engineering	Engineering	Client Services - Construction Management	4	This program provides professional construction management services for other City departments to ensure the transportation aspects of the project are constructed in accordance with the construction documents.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$56,221	3.92	\$90,061	\$37,398	\$52,663	\$233,337
Transportation & Engineering	Engineering	Client Services - Project Management Support	4	This program provides effective project management services to the Department's programs as well as to the Departments external customers in an effort to ensure the timely, cost-effective delivery of transportation, neighborhood, parking and economic development projects.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$18,227	2.09	\$24,754	\$24,754	\$0	\$0
Transportation & Engineering	Engineering	Client Services - Surveying	4	This program supports City real estate functions through surveying and subdivision platting and review, and surveying for design support and construction layout.	No Change		\$48,621	0.85	\$48,621	\$48,621	\$0	\$0
Transportation & Engineering	Engineering	Curb Ramps	2	This program improves the accessibility at intersections in accordance with the current American with Disabilities Act (ADA). It funds construction, repair, and replacement of curb ramps throughout the City in concert with streets that are being repaired under the Street Rehabilitation Program. These curb ramps, constructed at intersections, improve pedestrian access along City streets for citizens with disabilities. This program funds labor, materials, and technologies needed to plan, design, build, survey, and inspect this construction.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$8,032	0.56	\$12,783	\$12,783	\$0	\$0
Transportation & Engineering	Engineering	Hillside Stairways	3	This program is responsible for preserving, improving, and enhancing Cincinnati's 347 sets of hillside stairways that climb more than 5,000 feet up Cincinnati's hillsides. This program evaluates stairway conditions; maintains a condition inventory; as well as prioritizes, coordinates, designs, and prepares contract documents for the repair, rehabilitation, and reconstruction of these assets.	No Change		\$1	0.00	\$1	\$1	\$0	\$0
Transportation & Engineering	Engineering	Landslide Stabilization	1	This program is responsible for the inventory, inspection, and investigation of the numerous unstable hillsides as well as the development of stabilization and mitigation solutions for landslides.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$14,763	2.52	\$21,290	\$21,290	\$0	\$0
Transportation & Engineering	Engineering	Pavement Condition Rating	2	Activities of this program include inventorying, evaluating, inspecting, prioritizing, and coordinating conditions of streets.	No Change		\$1	0.00	\$1	\$1	\$0	\$0
Transportation & Engineering	Engineering	Permits Issued for Activities with the Right of Way	2	Permits issued for temporary construction or use activities in the right-of-way such as street opening, barricades, heavy material hauling, lane closures, equipment setup, or other construction activities.	No Change		\$432,706	9.03	\$552,971	\$552,971	\$0	\$0
Transportation & Engineering	Engineering	Retaining Wall Inspection	2	This program strives to effectively inspect and manage the City's retaining wall assets totally 50 miles in length with a replacement value of over \$225 million.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$5,374	1.12	\$7,301	\$7,301	\$0	\$0



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Transportation & Engineering	Engineering	Retaining Walls	1	This program is responsible for preserving, improving, and enhancing Cincinnati's 1,542 retaining walls that stabilize 50 miles of embankments along Cincinnati's transportation system. This program evaluates wall conditions; maintains a condition inventory, and prioritizes, coordinates, designs, and prepares contract documents for the repair, rehabilitation, and reconstruction of these assets.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$13,405	3.21	\$20,083	\$20,083	\$0	\$0
Transportation & Engineering	Engineering	Right of Way	3	This program coordinates the review of Coordinate Reports (CR) and Revocable Street Privileges (RSP) for DOTE, as a support arm for the City Real Estate Division, for requests for private uses of the City's Rights-of-Way.	No Change		\$28,058	1.02	\$73,367	\$73,367	\$0	\$0
Transportation & Engineering	Engineering	Sidewalk Inspection	3	This program is responsible for inspecting Cincinnati's public sidewalk system, which includes sidewalk safety and ADA inspection.	No Change		\$28,059	4.05	\$73,368	\$73,368	\$0	\$0
Transportation & Engineering	Engineering	Sidewalk Preservation	2	This program is responsible for the preservation of Cincinnati's public sidewalk system, which includes issuance of orders for repair/replacement, IT software support and sidewalk assessments.	No Change		\$336,814	5.24	\$435,581	\$435,581	\$0	\$0
Transportation & Engineering	Engineering	Spot Infrastructure Repairs	2	This project funds the replacement of deteriorated infrastructure not covered under other capital projects, including curb replacements and major pavement repairs on streets not requiring rehabilitation, and median reconstruction. This project also funds pavement treatments, including pavement rejuvenation, crack sealing, and micro surfacing needed to supplement and extend the Street Rehabilitation Program. This project funds labor, materials, and technologies needed to plan, design, acquire right-of-way, build, survey, and inspect the proposed improvements.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$8,032	0.56	\$12,783	\$12,783	\$0	\$0
Transportation & Engineering	Engineering	Street Improvements	2	This program improves the safety and capacity on roadways with documented safety or congestion issues. Improvements are often performed in conjunction with new housing and/or economic development.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$399,101	20.55	\$587,197	\$587,197	\$0	\$0
Transportation & Engineering	Engineering	Street Rehabilitation	2	This program preserves the condition of Cincinnati's 940 miles of roadway having a total area of 3,000 lane-miles and a replacement value of \$2.5 billion. This program includes all personnel, non-personnel, and capital costs necessary to systematically reconstruct, rehabilitate, and repair pavement and curbs. Activities of this program include managing, inventorying, evaluating, inspecting, prioritizing, coordinating, designing, surveying and administering contracts.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$592,239	19.15	\$792,358	\$633,358	\$159,000	\$0
Transportation & Engineering	Engineering	Subdivision/ Private Improvement Right of Way	3	This program oversees the development of new subdivisions that will include future rights-of-way and private improvements within existing rights-of-way to ensure compliance with City rules, regulations, and construction standards.	No Change		\$169,690	2.09	\$201,148	\$201,148	\$0	\$0



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Transportation & Engineering	Engineering	Utility Coordination	3	Coordination of utility construction in the right-of-way to promote safety, convenience to the public, collaborate work and mitigate conflicts between public and private facilities, IT support to the construction coordination system, and to preserve Cincinnati's transportation infrastructure.	No Change		\$482,966	7.85	\$572,372	\$572,372	\$0	\$0
Transportation & Engineering	Non Departmental Accounts	Airport Administration	A	Fixed Cost	Decreased	Elimination of Blue Ash Airport Operations	\$555,266	3.90	\$78,440	\$78,440	\$0	\$0
Transportation & Engineering	Non Departmental Accounts	City Engineer Administration	A	Fixed Cost	No Change		\$104,743	1.52	\$1	\$1	\$0	\$0
Transportation & Engineering	Non Departmental Accounts	Traffic Engineering Administration	A	Fixed Cost	No Change		\$215,370	2.89	\$1	\$1	\$0	\$0
Transportation & Engineering	Non Departmental Accounts	Transportation & Engineering Administration - Accounting Support	A	Fixed Cost	No Change		\$428,051	6.00	\$1	\$1	\$0	\$0
Transportation & Engineering	Non Departmental Accounts	Transportation & Engineering Administration - Director's Office	A	Fixed Cost	No Change		\$263,274	3.93	\$1	\$1	\$0	\$0
Transportation & Engineering	Non Departmental Accounts	Transportation & Engineering Administration - Support Services	A	Fixed Cost	No Change		\$569,681	6.00	\$1	\$1	\$0	\$0
Transportation & Engineering	Traffic Engineering	Assessed Street Lights	3	This program works with the Law Department to prepare all correspondence, reports and ordinances to notify and assess property owners for the current 2,677 special street lights per the Ohio Revised Code. Staff assists in the development of new and ongoing street lighting assessment districts.	Decreased	RFP to purchase energy will result in lower costs	\$922,956	4.36	\$986,847	\$986,847	\$0	\$0
Transportation & Engineering	Traffic Engineering	Computerized Traffic Control System	2	This program maintains and updates the City's copper and fiber optic interconnect system. This program includes Traffic Engineering staff time as well as staff from other City agencies that are tasked with making timing changes, connections to the new and existing systems. This program upgrades or replaces system specific hardware and software required to keep the system in operation. The program aims to maintain an interconnected and responsive traffic signal system.	No Change		\$75,207	0.94	\$94,001	\$94,001	\$0	\$0
Transportation & Engineering	Traffic Engineering	Curb Control Signage & Evaluation	3	This program evaluates and signs curb areas (parking, truck loading, bus stops, valet, taxi zones, etc.) to balance needs of adjacent businesses, residents, and the traveling public.	No Change		\$171,469	1.99	\$213,425	\$213,425	\$0	\$0



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Transportation & Engineering	Traffic Engineering	Gas Street Lights	4	This program is responsible for the management of the contract for gas light maintenance and input into the City's outsourcing of natural gas supplier.	No Change		\$699,730	0.49	\$773,341	\$773,341	\$0	\$0
Transportation & Engineering	Traffic Engineering	LED Traffic and Pedestrian Signal Replacement	3	This program replaces incandescent traffic and pedestrian signals with energy efficient and longer life LED style sources. Program includes replacement of the complete signal or retrofit existing units if practical. The program replaces costly incidental hardware that is no longer serviceable or cannot be reused for the new signals.	No Change		\$104,284	1.67	\$127,483	\$112,483	\$15,000	\$0
Transportation & Engineering	Traffic Engineering	Maintenance of Traffic	3	This program is responsible for the design, review and supervision of traffic control services that include event and construction maintenance of traffic and detours.	Under Review	Traffic Signal Cost Sharing with adjacent jurisdictions	\$77,141	0.87	\$93,684	\$93,684	\$0	\$0
Transportation & Engineering	Traffic Engineering	Street Lights	2	This program is responsible for the design, rehabilitation and installation of non-assessed street lighting assets including 26,084 street lights, duct banks, and service points. Program staff also review street lighting systems designed and installed by developers and other City agencies. This program evaluates public requests for additional street lighting and coordinates service and new light requests for Duke owned street lights. Staff reviews billing and works to get the best possible rates and appropriate funds for energy and capital costs.	Decreased	RFP to purchase energy will result in lower costs	\$1,273,311	2.56	\$1,319,898	\$1,319,898	\$0	\$0
Transportation & Engineering	Traffic Engineering	Traffic Controls - Regulatory Signs and Markings	1	This program is responsible for the design, operation, and management of all signs, pavement markings, raised pavement markers, and other Ohio Manual of Uniform Traffic Control Devices (OMUTCD) approved on-street devices used to regulate, warn, or guide vehicular and pedestrian traffic on City streets.	No Change		\$580,090	6.66	\$715,899	\$715,899	\$0	\$0
Transportation & Engineering	Traffic Engineering	Traffic Signal Controller and Detector Upgrades	2	This program replaces obsolete and outdated traffic signal controllers and detectors that are at the end of their useful life. Due to the addition of equipment necessary for deployment of new technologies the city is currently undertaking, the city has begun the search for cabinets with additional interior space to accommodate interface equipment for video detection, fiber optic switches and new technologies such as rail detection and wireless receivers.	No Change		\$104,284	1.67	\$127,483	\$127,483	\$0	\$0





Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Transportation & Engineering	Traffic Engineering	Traffic Signals Installation and Renovation	1	This program designs and installs traffic signals, audible devices, crosswalk and other overhead warning signs, illuminated signs, and school flashers. The program replaces equipment that is at the end of its useful life or that can no longer be maintained. There are currently 758 signalized intersections in the City. Program work also includes timing changes for traffic signals, and replacement or upgrade of equipment as required by the State of Ohio and Manual of Uniform Traffic Control Devices (OMUTCD) requirements. Program is also responsible for the replacement of incidental items to the traffic signal system construction including installation of roadway lighting, handicap ramps and crosswalk/ geometry changes.	No Change		\$781,804	2.74	\$865,093	\$865,093	\$0	\$0
Transportation & Engineering	Traffic Engineering	Traffic Studies	3	This program investigates and studies the flow of traffic by utilizing traffic count, accident information, and other techniques. In close coordination with the Public Services Department, this program evaluates traffic control mechanisms to promote transportation safety.	No Change		\$1	0.19	\$1	\$1	\$0	\$0
Transportation & Engineering	Transportation & Engineering	Transportation & Engineering - Public Record Management	4	This program manages the department's 96 record types (series) in accordance with the State of Ohio's Open Government Laws, including storing, indexing, archiving, retrieving, copying, and legally disposing.	No Change		\$5,017	0.09	\$6,372	\$6,372	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Bicycle & Pedestrian Planning & Studies	2	This program is responsible for the short- and long-term planning of the city's bicycle and pedestrian transportation systems, including participation in regional corridor and local transportation studies; review and coordination of traffic impact studies and development plans; research, review, and coordination of innovative transportation practices; and geometric design for street and safety improvements.	No Change		\$1	1.09	\$1	\$1	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	City Architect Administration	A	This program oversees the administration and operation of the City's Transportation Planning and Urban Design.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$160,291	1.45	\$0	\$0	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Community Parking Lot Design	4	This program provides professional architectural and urban design, environmental graphic design, and project management services to support community parking lot improvement projects.	No Change		\$1	0.33	\$1	\$1	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Downtown and Neighborhood Gateways	4	This program provides professional architectural and urban design, environmental graphic design, and project management services to downtown and neighborhood gateways and community identity features. These services are provided to improve the mobility, environment, and quality of life of Cincinnati's citizens, workers and visitors.	Eliminated	This program is no longer funded in the budget	\$78,484	1.79	\$158,118	\$158,118	\$0	\$0



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Transportation & Engineering	Transportation Planning & Urban Design	Graphic Design Services	4	This program provides professional graphic design and environmental design services to the departments projects as well as services to other City agencies such as the City Manager's Office, Finance Department, etc.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$66,409	2.21	\$117,196	\$117,196	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Rail Planning & Studies	3	This program is responsible for the short- and long-term planning of the city's rail transportation systems, including participation in regional corridor and local transportation studies; review and coordination of traffic impact studies and development plans; research, review, and coordination of innovative transportation practices; and geometric design for street and safety improvements.	No Change		\$144,681	0.93	\$144,681	\$144,681	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Skywalks	4	This program provides professional architectural and urban design, environmental graphic design, and project management services to support skywalk improvement projects.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$78,492	1.72	\$158,118	\$158,118	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Street Calming	3	This program includes the management, coordination, and implementation of the street calming program using various types of street calming strategies.	Costs Shifted	Eligible costs shifted into Income Tax Infrastructure Fund	\$3,361	0.95	\$3,361	\$3,361	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Streetscape Improvement	3	This program provides professional architectural and urban design, environmental graphic design, and project management services to support streetscape improvement projects, façade improvements, context sensitive infrastructure, and other public asset improvement projects.	No Change		\$65,881	3.40	\$128,576	\$128,576	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Traffic Study Analysis and design	2	This program coordinates with Traffic Engineering, Police, and ODOT for engineering solutions to transportation safety problems, which may include signing, signals, markings, and geometric design.	No Change		\$1	1.19	\$1	\$1	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Transportation Grant Management	A	This program is responsible for research, coordination, prioritization, application, and management of state and federal transportation grant opportunities. (Moved from regular program by department after program scoring)	No Change		\$1	0.00	\$1	\$1	\$0	\$0
Transportation & Engineering	Transportation Planning & Urban Design	Vehicular Planning & Impact Studies	2	This program is responsible for the short- and long-term planning of the city's vehicular transportation systems, including participation in regional corridor and local transportation studies; review and coordination of traffic impact studies and development plans; research, review, and coordination of innovative transportation practices; and geometric design for street and safety improvements.	No Change		\$1	1.19	\$1	\$1	\$0	\$0
Water Works	Non Departmental Accounts	Water Works Administration - Infrastructure & Client Support Services	A	Fixed Cost	Decreased	Shared services with Metropolitan Sewer District via Joint Utility Management.	\$3,854,831	30.48	\$1	\$1	\$0	\$0



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Water Works	Non Departmental Accounts	Water Works Administration - IT Service Desk and Program Management Services	A	Fixed Cost	Decreased	Shared services with Metropolitan Sewer District via Joint Utility Management.	\$1,805,421	4.00	\$1,805,421	\$1,805,421	\$0	\$0
Water Works	Water Works	Billing System Processing, Payments, and Collections	4	This program is dedicated to billing, recording, and collecting all payments. Face to face customer contact is handled by the Billing Ops staff through the staffing of a walk-in pay station in the lobby of GCWW. In 2010, over 12,300 customers visited the GCWW facility to make payments. Billing operations is also responsible for the oversight of the mailing of bills. In 2010, 1,718,551 bills were mailed to GCWW customers.	Increased	New Billing & Customer Service Contracts	\$2,380,020	24.46	\$2,964,519	\$2,964,519	\$0	\$0
Water Works	Water Works	Client Services	3	This section manages the Department's client service partnerships through relationship building, care and communication with all business partners as well as new and renewal contract discussions, development, processing and maintenance. This section manages 32 retail, 10 wholesale and 11 standby water service contracts, 12 billing and contact center services contracts, 4 laboratory testing services contracts, 3 fire hydrant maintenance contracts, 2 distribution system operations and maintenance contracts and 4 water tower space lease agreements for cell phone providers.	Increased	New Billing & Customer Service Contracts	\$1,679,151	8.00	\$1,870,319	\$1,870,319	\$0	\$0
Water Works	Water Works	Customer Contact Center	3	The Customer Contact Center Section provides customer service through the Interactive Voice Response system & email correspondence. The Contact Center provides service to Cincinnati water customers as well as MSD and 12 other local jurisdictions through billing services and contact center services. Over 600,000 calls were received and nearly 6,000 emails were responded to in 2010. In addition, over 215,000 outbound automated calls were made to customers.	Increased	New Billing & Customer Service Contracts	\$2,700,400	34.79	\$3,531,745	\$3,531,745	\$0	\$0
Water Works	Water Works	Distribution - Maintenance & Repair	1	This program is responsible for the maintenance and repair of the water distribution system including underground 3,132 miles of water mains, service branches, main line and branch valves and appurtenances within the right-of-way. In 2010, the maintenance & repair section responded to over 1,270 leaks and breaks.	Increased	Pump Station Monitoring for MSD	\$5,195,512	80.22	\$7,452,067	\$7,452,067	\$0	\$0
Water Works	Water Works	Distribution - Valve Section	1	The valve section is responsible for the operation and preventative maintenance of the 34,146 main line valves in the distribution system.	No Change		\$2,567,061	46.14	\$3,864,960	\$3,864,960	\$0	\$0
Water Works	Water Works	Distribution Support Services	1	Support Services section is responsible for the installation, maintenance and repair of nearly 12,000 fire hydrants within the City of Cincinnati, Village of Arlington Heights, Mason & Lincoln Heights.	No Change		\$7,544,370	10.00	\$7,825,666	\$7,825,666	\$0	\$0



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Water Works	Water Works	Engineering - Plant Facilities Unit	1	Plant Facilities Section is responsible for the engineering aspects of above ground facilities including treatment plants, pump stations and storage tanks. Also maintains plant facility records and plant accounting/fixed assets.	No Change		\$431,831	7.00	\$680,084	\$680,084	\$0	\$0
Water Works	Water Works	Engineering - System Facilities Unit	1	The System Planning and Modeling team is responsible for developing the distribution system short and long range plans for the Utility by using hydraulic water models in the support of system expansion and analysis.	No Change		\$4,534,231	85.96	\$7,842,061	\$7,842,061	\$0	\$0
Water Works	Water Works	FIXED COST - Water Works Debt Service	F	Manages debt service of the agency.	No Change		\$41,140,040	0.00	\$41,140,040	\$41,140,040	\$0	\$0
Water Works	Water Works	Meter Reading & New Account	3	This section is responsible for obtaining meter readings for the 241,000 accounts billed by GCWW and for setting up new services in the billing system after the branch connection has been inspected.	No Change		\$450,410	7.00	\$617,683	\$617,683	\$0	\$0
Water Works	Water Works	Premise Services & Delinquent Service Orders	3	This program is responsible for performing field maintenance on small meters, obtaining scheduled and final meter readings and turning water service on/off at customer premises for payment/policy enforcement or due to customer request. In 2010, this section completed nearly 106,000 service orders.	No Change		\$2,069,900	18.00	\$2,500,030	\$2,500,030	\$0	\$0
Water Works	Water Works	Premise Support Services	1	This section is responsible for coordinating the specialized investigation of reported water leaks, vandalism, and system tampering; ensuring backflow code compliance; and issuance of temporary use permits for construction purposes.	No Change		\$274,130	4.00	\$369,714	\$369,714	\$0	\$0
Water Works	Water Works	Supply - Facility, Equipment, and Infrastructure Maintenance	1	This program is responsible for the preventative, predictive and reactive maintenance for the plants, pump stations, elevated storage tanks and building facilities. Electrical, mechanical and physical plant maintenance is included.	No Change		\$9,837,821	93.02	\$12,060,636	\$12,060,636	\$0	\$0
Water Works	Water Works	Supply - Operations	1	This program is responsible for the 24/7 operation of 2 treatment facilities including a granular activated carbon contacting facility, an on-site multiple hearth furnace thermal regeneration facility, 24 unmanned pump stations, 33 water storage facilities and multiple building facilities. The treatment plants deliver close to 50,000 million gallons of water to the distribution system. <u>The security program is responsible for security of GCWW water and facilities.</u>	Reorganized	Security unit moved from Internal Business Services to Supply - Operations	\$10,147,550	0.00	\$10,147,550	\$10,147,550	\$0	\$0
Water Works	Water Works	Supply - SCADA	1	The SCADA (Supervisory Control and Data Acquisition) section is responsible for the 24 hour technical support of the graphical user interface and is responsible for programming all related remote field devices.	Increased	Pump Station Monitoring for MSD	\$3,670,301	48.00	\$4,817,313	\$4,817,313	\$0	\$0
Water Works	Water Works	Water Meter Auxiliary Services	3	This program is responsible for testing, maintaining, inspecting & replacing large meters as well as testing small meters.	No Change		\$626,100	9.00	\$841,165	\$841,165	\$0	\$0



Department	Agency/Division	Program Name	Quartile Group	Program Description	Budget Status	Comments	Direct Cost	Direct FTE	Total Program Cost	Portion Funded by General Government Revenue	Portion Funded by Program Revenues	Program Revenue Collected in Excess of Program Costs
Water Works	Water Works	Water Quality - Distribution System	1	This program is responsible for water quality activities throughout the distribution system. Monitoring, studies and research are conducted to ensure that the high quality of water produced at the two treatment plants is maintained through the distribution system to the customer's tap at an optimized cost. This section is also responsible for the performance of sophisticated analyses covered under the microbiological, organic, and inorganic analytical programs as well as contracted lab services. In 2010, there were 123,000 analyses performed for compliance and operations; 96,000 for operational purposes and 27,000 for regulatory requirements.	No Change		\$2,399,970	19.40	\$2,863,554	\$2,863,554	\$0	\$0
Water Works	Water Works	Water Quality & Treatment	1	This program is responsible for the daily water quality and treatment and source water protection activities for the two water treatment plants and for source water protection of the Mason Water Treatment Plant. This section also performs applied research projects to improve water quality and optimize costs at the treatment plants.	No Change		\$6,943,030	20.65	\$7,436,485	\$7,436,485	\$0	\$0
Water Works	Water Works	Water Works Administration - Fleet Maintenance	A	Manages procurement, management, disposal and maintenance of fleet vehicles and motorized equipment. There are 400 pieces of equipment and motorized vehicles in GCWW's fleet that is managed by this section.	No Change		\$223,940	2.00	\$0	\$0	\$0	\$0
Water Works	Water Works	Water Works Administration - Internal Business Services	A	The Business Services Section is responsible for personnel management, securing financing for the Capital Program, accident prevention and safety programs for all GCWW employees and for insuring compliance with all City, State & Federal requirements concerning occupational safety and health. The accounting staff handles the budgeting, disbursements, and financial record keeping of the entire Department.	Reorganized	Security unit moved from Internal Business Services to Supply - Operations. Human Resources were centralized into this program from multiple programs. Multiple positions were eliminated due to efficiencies in Joint Utility Management.	\$5,967,370	38.40	\$0	\$0	\$0	\$0
Water Works	Water Works	Water Works Administration - Inventory Program / Storerooms	A	This program is dedicated to managing the Department's central support services including managing inventory at multiple locations. This program operates 7 storerooms that house general supplies, treatment chemicals, parts for GCWW equipment and the pipe yard.	No Change		\$729,500	11.00	\$0	\$0	\$0	\$0
Water Works	Water Works	Water Works Distribution Administration	A	Administration is responsible for the oversight of the Division's CIP, Risk Management, Budget & Dispatch functions.	No Change		\$577,279	8.64	\$0	\$0	\$0	\$0
Water Works	Water Works	Water Works Engineering - Administration	A	This program is responsible for the administration of the 6-year CIP; design and construction of water mains including inspection, survey and field investigations and contract administration.	No Change		\$1,075,430	0.00	\$0	\$0	\$0	\$0
		<b>Grand Total</b>					<b>\$972,677,358</b>	<b>5762.26</b>	<b>\$972,676,152</b>	<b>\$920,623,247</b>	<b>\$52,778,273</b>	<b>\$9,731,267</b>



## Appendix B: All Funds Operating Budget Summary by Program

### All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
City Council	City Councilmembers	2,040,090	0	2,040,090	27.00	0.00	27.00
Office of the Mayor	Office of the Mayor	573,110	0	573,110	8.00	0.00	8.00
Clerk of Council	Clerk of Council	759,680	0	759,680	7.00	0.00	7.00
City Manager	Retirement Division	0	0	0	0.00	9.75	9.75
	Emergency Communications	7,852,780	2,459,980	10,312,760	130.00	0.00	130.00
	Office of the City Manager	1,092,010	0	1,092,010	8.00	0.00	8.00
	Economic Development Division	1,274,910	442,030	1,716,940	16.00	3.00	19.00
	Office of Communications	540,200	75,000	615,200	5.00	0.00	5.00
	Office of Budget and Evaluation	992,620	174,790	1,167,410	12.00	0.00	12.00
	Office of Environmental Quality	3,198,000	191,060	3,389,060	3.00	2.00	5.00
	Office of Contract Compliance	435,680	330,780	766,460	4.00	2.00	6.00
	CIRV Administration	580,000	0	580,000	0.00	0.00	0.00
	<b>Total</b>	<b>15,966,200</b>	<b>3,673,650</b>	<b>19,639,850</b>	<b>178.00</b>	<b>16.75</b>	<b>194.75</b>
Citizen Complaint and Internal Audit	Investigations, Research, and Evaluation	171,540	0	171,540	2.00	0.00	2.00
	Administration	302,410	0	302,410	3.00	0.00	3.00
	Community Relations	0	0	0	0.00	0.00	0.00
	Internal Audit	370,020	0	370,020	4.00	0.00	4.00
	<b>Total</b>	<b>843,980</b>	<b>0</b>	<b>843,980</b>	<b>9.00</b>	<b>0.00</b>	<b>9.00</b>
Community Development	Human Services	1,473,870	0	1,473,870	1.00	0.00	1.00
	Housing Development	341,590	463,710	805,300	4.00	13.00	17.00
	Compliance & Operations	912,590	872,930	1,785,520	3.00	9.40	12.40
	Property Maintenance Code Enforcement	2,069,740	0	2,069,740	33.50	0.00	33.50
	<b>Total</b>	<b>4,797,790</b>	<b>1,336,650</b>	<b>6,134,430</b>	<b>41.50</b>	<b>22.40</b>	<b>63.90</b>
Enterprise Services	Duke Energy Convention Center	0	7,642,420	7,642,420	0.00	0.00	0.00
	On-Street Parking	0	2,095,360	2,095,360	0.00	22.00	22.00
	Off-Street Parking	0	5,299,300	5,299,300	0.00	9.80	9.80
	Parking Business Services	0	565,130	565,130	0.00	4.00	4.00
	<b>Total</b>	<b>0</b>	<b>15,602,190</b>	<b>15,602,190</b>	<b>0.00</b>	<b>35.80</b>	<b>35.80</b>
Enterprise Technology Solutions	ETS Administration	765,430	0	765,430	9.00	0.00	9.00
	CLEAR Operations	0	4,566,010	4,566,010	0.00	16.00	16.00
	CAGIS Consortium Operations	0	4,648,490	4,648,490	0.00	19.00	19.00
	CIT-CO Operations	2,387,930	777,610	3,165,530	18.75	6.80	25.55
	CTS Operations	2,068,480	2,791,780	4,860,250	19.00	6.00	25.00
	<b>Total</b>	<b>5,221,830</b>	<b>12,783,880</b>	<b>18,005,710</b>	<b>46.75</b>	<b>47.80</b>	<b>94.55</b>
Finance	Administration	365,830	94,050	459,880	2.44	0.56	3.00
	Financial Reporting and Monitoring	1,181,680	958,700	2,140,370	12.16	5.85	18.01
	Payroll Preparation	167,940	0	167,940	2.00	0.00	2.00
	Debt Management	0	113,116,740	113,116,740	0.00	3.00	3.00
	Treasury Operations	954,380	197,040	1,151,420	7.42	1.58	9.00
	Risk Management	138,060	1,872,210	2,010,270	0.00	14.00	14.00
	Income Tax	3,439,950	0	3,439,950	34.75	0.00	34.75
	Procurement	925,970	121,750	1,047,720	9.90	1.10	11.00
	Printing and Stores	0	2,141,760	2,141,760	0.00	6.00	6.00

## Appendices

### Appendix B: All Funds Operating Budget Summary by Program



#### All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	<b>Total</b>	<b>7,173,800</b>	<b>118,502,250</b>	<b>125,676,050</b>	<b>68.67</b>	<b>32.09</b>	<b>100.76</b>
Fire	Financial Management and Planning	1,007,800	0	1,007,800	9.00	0.00	9.00
	Support Services	2,261,930	93,880	2,355,810	16.00	1.00	17.00
	Prevention and Community Education	2,760,340	0	2,760,340	21.00	0.00	21.00
	Human Resources	1,845,190	0	1,845,190	13.00	0.00	13.00
	Response	84,525,510	0	84,525,510	693.00	0.00	693.00
	<b>Total</b>	<b>92,400,780</b>	<b>93,880</b>	<b>92,494,660</b>	<b>752.00</b>	<b>1.00</b>	<b>753.00</b>
Health	Health Administration	4,451,800	1,009,190	5,460,990	42.00	7.75	49.75
	Health Centers	9,132,570	8,151,270	17,283,840	82.21	66.80	149.01
	Community Health and Environmental Services	3,502,420	3,398,150	6,900,570	52.00	27.48	79.48
	Maternal and Infant Health	1,387,320	4,606,750	5,994,070	17.00	54.95	71.95
	School & Adolescent Health	1,120,210	3,283,260	4,403,470	13.00	33.40	46.40
	<b>Total</b>	<b>19,594,320</b>	<b>20,448,620</b>	<b>40,042,940</b>	<b>206.21</b>	<b>190.38</b>	<b>396.59</b>
Human Resources	Workforce Management	447,160	315,220	762,370	5.20	3.00	8.20
	Employee Services	715,470	0	715,470	6.00	0.00	6.00
	Shared Services	388,650	0	388,650	4.00	0.00	4.00
	Administration	369,760	0	369,760	3.00	0.00	3.00
	<b>Total</b>	<b>1,921,030</b>	<b>315,220</b>	<b>2,236,250</b>	<b>18.20</b>	<b>3.00</b>	<b>21.20</b>
Law	Administration	546,690	0	546,690	4.00	0.00	4.00
	Civil Litigation	1,196,750	0	1,196,750	12.20	0.00	12.20
	Administrative Hearings	433,670	0	433,670	5.00	0.00	5.00
	Community Prosecution	201,250	0	201,250	0.00	0.00	0.00
	Economic and Community Development	598,320	161,230	759,550	6.00	2.00	8.00
	General Counsel	603,950	0	603,950	5.00	0.00	5.00
	Labor and Employment	454,260	0	454,260	4.00	0.00	4.00
	Prosecution	1,738,110	0	1,738,110	20.00	0.00	20.00
	Property Management and Real Estate	0	482,110	482,110	0.00	6.00	6.00
	<b>Total</b>	<b>5,773,010</b>	<b>643,340</b>	<b>6,416,340</b>	<b>56.20</b>	<b>8.00</b>	<b>64.20</b>
Parks	Director's Office	233,030	0	233,030	2.00	0.00	2.00
	Operations & Facility Management	5,047,470	4,086,350	9,133,820	76.95	44.60	121.55
	Urban Forestry	0	1,788,500	1,788,500	0.00	8.50	8.50
	Planning & Design	7,550	0	7,550	6.50	0.00	6.50
	Financial & Business Services	1,250,450	192,120	1,442,580	8.00	2.00	10.00
	Krohn Conservatory	171,000	735,070	906,060	7.50	7.00	14.50
	Explore Nature	484,220	187,220	671,440	11.85	3.30	15.15
	Facility Maintenance	170,150	0	170,150	6.00	0.00	6.00
	Customer Service	(1,800)	348,460	346,660	2.00	0.00	2.00
	<b>Total</b>	<b>7,362,060</b>	<b>7,337,720</b>	<b>14,699,780</b>	<b>120.80</b>	<b>65.40</b>	<b>186.20</b>
Planning and Buildings	Land Use	352,540	125,320	477,860	4.00	3.00	7.00
	Historic Conservation	0	279,070	279,070	0.00	3.00	3.00
	City Planning Administration	321,030	20,710	341,740	2.00	0.00	2.00
	Customer Services	821,070	0	821,070	11.00	0.00	11.00
	Plan Examination	828,660	0	828,660	8.00	0.00	8.00
	Building Construction Inspections	2,018,930	67,500	2,086,430	23.00	0.00	23.00



## Appendix B: All Funds Operating Budget Summary by Program

### All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
Police	Elevator Inspection	546,340	0	546,340	6.00	0.00	6.00
	<b>Total</b>	<b>6,026,740</b>	<b>499,080</b>	<b>6,525,830</b>	<b>65.00</b>	<b>6.00</b>	<b>71.00</b>
	Department of Emergency Communications	0	0	0	0.00	0.00	0.00
	Neighborhood Policing	74,763,220	813,400	75,576,620	603.00	0.00	603.00
	Special Operations	8,625,790	0	8,625,790	87.00	0.00	87.00
	Special Investigations	15,766,080	0	15,766,080	202.00	0.00	202.00
	Operations Support	6,173,700	0	6,173,700	89.00	0.00	89.00
	Personnel Training and Support	3,782,430	0	3,782,430	38.00	0.00	38.00
	Technology Support	2,081,830	0	2,081,830	17.00	0.00	17.00
	General Administration and Support	8,021,420	0	8,021,420	53.00	0.00	53.00
Public Services	<b>Total</b>	<b>119,214,470</b>	<b>813,400</b>	<b>120,027,870</b>	<b>1,089.00</b>	<b>0.00</b>	<b>1,089.00</b>
	Fleet Services	137,300	17,166,770	17,304,070	2.00	67.00	69.00
	Winter Maintenance	773,510	2,280	775,790	0.00	0.00	0.00
	Energy Costs	491,390	0	491,390	0.00	0.00	0.00
	Director's Office	838,200	197,490	1,035,690	8.00	1.00	9.00
	Special Operations	1,080,810	445,480	1,526,280	8.00	5.00	13.00
	Traffic Control, Pavement & Structure Maint.	0	11,147,360	11,147,360	0.00	153.00	153.00
	Residential Collections	12,110,440	123,120	12,233,560	114.00	1.00	115.00
	Right of Way Maintenance	878,630	4,260,160	5,138,780	11.00	39.00	50.00
	Property Management	2,155,830	2,976,110	5,131,940	1.00	28.00	29.00
Recreation	<b>Total</b>	<b>18,466,110</b>	<b>36,318,750</b>	<b>54,784,870</b>	<b>144.00</b>	<b>294.00</b>	<b>438.00</b>
	Support Services	1,545,700	482,470	2,028,160	20.52	3.18	23.70
	West Region Community Center Operations	2,802,660	667,590	3,470,250	38.37	25.57	63.94
	East Region Community Center Operations	2,189,640	818,690	3,008,330	29.91	37.60	67.51
	Central Region Community Center Operations	2,794,960	764,230	3,559,190	40.24	28.76	69.00
	Therapeutic Recreation	735,720	232,820	968,540	13.84	10.23	24.07
	Seniors	195,740	310,570	506,310	2.00	10.09	12.09
	Indoor/Facility Maintenance	1,053,740	753,320	1,807,060	10.78	5.00	15.78
	Outdoor Maintenance	3,077,110	0	3,077,110	46.37	0.00	46.37
	Golf	0	6,791,800	6,791,800	0.00	2.00	2.00
Retirement	Athletics	537,030	570,580	1,107,610	5.21	6.77	11.98
	Aquatics	1,202,650	592,720	1,795,370	46.79	10.98	57.77
	Planning & Development	33,640	2,120	35,760	8.00	2.33	10.33
	<b>Total</b>	<b>16,168,590</b>	<b>11,986,900</b>	<b>28,155,490</b>	<b>262.03</b>	<b>142.51</b>	<b>404.54</b>
	Department of Retirement	0	0	0	0.00	0.00	0.00
Sewers	Stormwater - Admin. & Financial Management	0	889,270	889,270	0.00	3.00	3.00
	Stormwater - Engineering	0	2,741,720	2,741,720	0.00	8.00	8.00
	Stormwater - Operations & Maintenance	0	3,866,380	3,866,380	0.00	11.00	11.00
	Stormwater - NPDES Compliance	0	0	0	0.00	0.00	0.00
	Stormwater - Flood Control	0	0	0	0.00	0.00	0.00



## Appendices

### Appendix B: All Funds Operating Budget Summary by Program



#### All Funds Operating Budget Summary

Department	Program	Operating Budget Summary			Staffing Plan		
		General Fund	Other Funds	All Funds	General Fund	Other Funds	All Funds
	Office of the Director/Administration	0	19,516,830	19,516,830	0.00	58.00	58.00
	Wastewater Engineering	0	116,640,960	116,640,960	0.00	128.00	128.00
	Information Technology	0	5,998,400	5,998,400	0.00	26.73	26.73
	Wastewater Treatment	0	45,125,820	45,125,820	0.00	258.00	258.00
	Wastewater Collection	0	23,207,070	23,207,070	0.00	162.00	162.00
	Industrial Waste	0	6,705,760	6,705,760	0.00	63.73	63.73
	Sewer Backup Response Program	0	5,802,710	5,802,710	0.00	3.00	3.00
	<b>Total</b>	<b>0</b>	<b>230,494,920</b>	<b>230,494,920</b>	<b>0.00</b>	<b>721.46</b>	<b>721.46</b>
Transportation & Engineering	Director's Office	560,260	706,860	1,267,120	8.00	7.00	15.00
	Transportation Planning and Urban Design	67,280	445,350	512,630	2.00	13.75	15.75
	Engineering	330,320	2,787,550	3,117,870	9.00	91.65	100.65
	Traffic Engineering	2,188,050	2,461,910	4,649,960	2.00	25.00	27.00
	General Aviation	0	1,776,350	1,776,350	0.00	13.00	13.00
	<b>Total</b>	<b>3,145,900</b>	<b>8,178,020</b>	<b>11,323,930</b>	<b>21.00</b>	<b>150.40</b>	<b>171.40</b>
Water Works	Departmental Support Services	0	63,336,080	63,336,080	0.00	104.49	104.49
	Commercial Services	0	7,875,300	7,875,300	0.00	76.12	76.12
	Supply	0	25,663,590	25,663,590	0.00	149.00	149.00
	Distribution	0	19,965,730	19,965,730	0.00	167.00	167.00
	Water Quality Science & Treatment	0	9,917,980	9,917,980	0.00	42.46	42.46
	Engineering	0	6,012,780	6,012,780	0.00	92.74	92.74
	Water Supply, Treatment and Distribution	0	0	0	0.00	0.00	0.00
	<b>Total</b>	<b>0</b>	<b>132,771,460</b>	<b>132,771,460</b>	<b>0.00</b>	<b>631.81</b>	<b>631.81</b>



## **GLOSSARY OF TERMS**

**ARRA:** See American Recovery and Reinvestment Act.

**ACCRUAL BASIS:** Refers to the timing of the recognition (recording) of revenues and expenditures or expenses. Revenues are recognized in the period in which they are earned, and expenses are recognized in the period in which they are incurred in earning the revenue.

**ADOPTED BUDGET:** The budget as approved by City Council at the beginning of the fiscal year.

**AGENCY:** An organizational entity of the City of Cincinnati. Usually it relates to a Department of the City (such as the Department of Police, or Public Services, etc.). It may also relate to a subordinate division of a Department, such as an operating Division.

**AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA):** Legislation designed to stimulate the economy through significant investments by the federal government in state and local projects.

**APPROPRIATION:** Legislation by the City Council approving the budgets for individual funds. Appropriation ordinances authorize spending in the personnel services, non-personnel services, employee benefits, equipment accounts, debt service, and capital categories. Departments cannot spend more money than is approved in these categories. Appropriations can only be adjusted by passage of a subsequent ordinance by the City Council upon recommendation by the City Manager.

**ASSET:** Includes items that normally last more than one year and cost more than a predetermined dollar amount. The predetermined amount established for this City is \$10,000. Items not meeting both criteria should be classified as operating expenditures.

**BALANCED BUDGET:** A budget that provides for a positive net carryover balance in the fund at the end of the fiscal year. See also Structurally Balanced Budget.

**BASE BUDGET:** See Continuation Services Budget.

**BIENNIAL BUDGET:** A budget for a two-year period. The City of Cincinnati's biennial schedule was initiated in 1993. The former biennial budget cycle was based on a fiscal year that aligned with the calendar year such as 2011/2012. Due to the change in fiscal year commencing July 1, 2013, the biennial cycle will be include Fiscal Years 2014-2015 which will include the period from July 1, 2013 to June 30, 2015, to be followed by FY 2016-2017, and so on.

**BOND:** A long-term promissory debt obligation issued in order to generate financing for the construction, rehabilitation, or upgrade of City assets. The sale of bonds is the primary method of financing a capital program.

**BOND (CREDIT) RATING:** The grading of a debt security with respect to the issuer's ability to meet interest and principal requirements in a timely manner. The three major rating services Fitch, Moody's, and Standard & Poor's use AAA as their highest rating and grade down through Bs and Cs. (D is used only by Fitch.) Debts rated AAA, AA, A, and BBB are considered investment-grade. Higher rated bonds provide lower returns, the price an investor pays for greater safety.



**BUDGET:** A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period.

**CAFR:** See Comprehensive Annual Financial Report.

**CALENDAR YEAR (CY):** The 12 month period from January 1 through December 31 in any year. The City used to operate on a calendar year budget, but will operate on a July 1 through June 30 fiscal year commencing July 1, 2013.

**CAPITAL BUDGET COMMITTEE:** A committee chaired by Assistant City Managers, the Finance Director, Assistant Finance Director, and comprised of various department heads. This committee meets with representatives from all City agencies, reviews analyses of Capital requests, and recommends a balanced Capital Budget to the City Manager.

**CAPITAL INVESTMENT PROGRAM (CIP):** The six-year plan for capital investment in Cincinnati's future through improving City streets, bridges, recreation facilities, parks, health facilities and buildings, and other capital assets, all of which enhance the delivery of services. It coordinates the financing and timing of improvements to maximize their value to the public.

**CAPITAL PROJECT FUND:** Account for receipt and disbursement of resources used to acquire major capital assets through purchase or construction. Generally requires long-term financing such as a new city hall or the construction of a bridge. A Capital Project Fund would not be used to purchase automobiles, furniture, and minor equipment.

**CAPITAL OUTLAY:** Expenditure category for the cost of equipment, vehicles and other fixed assets (major object code 7600 in the Cincinnati Financial System).

**CARRYOVER BALANCE:** The net balance in a fund at the end of the fiscal year due to prior year net balance, savings (when total expenditures and encumbrances are less than the appropriations), canceled encumbrances (when a contract is completed for less cost than the encumbered amount or not needed at all), or revenues in excess of estimates for that year.

**CDBG:** See Community Development Block Grant.

**CHRIS:** See Cincinnati Human Resources Information System.

**CINCINNATI BUDGET SYSTEM (CBS):** An automated system used to prepare the biennial Operating and Capital Budgets and related reports. It is supported by the Cincinnati Financial System (CFS).

**CINCINNATI FINANCIAL SYSTEM (CFS):** An automated system to process financial transactions and prepare related reports. This system supports the Cincinnati Budget System (CBS).

**CINCINNATI HUMAN RESOURCES INFORMATION SYSTEM (CHRIS):** Cincinnati Human Resources Information System- A citywide Web-based application used to manage and control personnel information and to process the City's payroll.

**CIP:** See Capital Investment Program.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG):** The Federal grant which supports housing, economic development, health and human services, and planning and administration.



**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR):** A report that summarizes financial data for the previous fiscal year in a standardized format.

**CONSOLIDATED PLAN:** The U.S. Department of Housing and Urban Development requires the submission of a consolidated plan for the following Federal entitlement grant programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Solutions Grants, and HOPWA. The plan also provides the framework for competitive grant applications for other housing and community development programs.

**CONTINUATION SERVICES BUDGET:** A budget in which the City provides nearly the same level of services which were provided in the previous year, which is also referred to as a base budget.

**CONTRACT AGENCIES:** The City contracts with some agencies to provide services, such as the Cincinnati Human Relations Commission (CHRC) and the Southwest Ohio Regional Transit Authority (SORTA). These entities are not City departments, nor do City employees operate them, but the services are paid for in part by City funds and grants received from the City.

**DEBT:** A debt is created when a creditor agrees to lend a sum of assets to a debtor. Repayment includes interest.

**DEBT SERVICE:** Scheduled payment of the interest and principal to bond holders which is necessary to retire bond indebtedness.

**DEPARTMENT:** A basic organizational unit of government which may be sub-divided into divisions, programs, and activities.

**EARLY RETIREMENT INCENTIVE PLAN (ERIP):** The City Manager's Early Retirement Incentive Program (ERIP) was offered in 2007 to employees with 28 years or more of service prior to January 1, 2008 and who are members of the Cincinnati Retirement System. The plan provided two years of service credit to employees who met the eligibility requirements. This program was developed due to budgetary constraints and the Administration's desire to provide more efficient and economical City operations and avoid the necessity of layoffs.

**EBC:** See Executive Budget Committee.

**EFFECTIVENESS MEASURE:** Effectiveness or outcome measures are designed to report the results and accomplishments (including quality) of services provided. Examples could include the percentage of lane miles in good condition, or the number of residents rating City parks and recreation facilities as good or excellent.

**EFFICIENCY MEASURE:** Indicators measures productivity. They are defined as indicators that measure the cost (whether in dollars or employee-hours) per unit of output or outcome. Indicates how well the organization is using its resources when compared to benchmarks. Examples could include the cost per million gallons of drinking water delivered to consumers, or the unit cost of each fire inspection.

**ELECTRONIC GOVERNMENT:** (E-Government) refers to a government that uses information and communication technology to provide and improve government services, transactions and interactions with citizens, businesses, and other arms of government.

## Appendices

### Appendix C: Glossary of Terms



**EMERGENCY RESERVE ACCOUNT:** Monies which are set aside within the General Fund to provide a reserve in case of a disaster or fiscal emergency.

**EMERGENCY SOLUTIONS GRANT (ESG):** Federal funds to provide capital and operating support for emergency shelters, transitional housing and homelessness prevention services for homeless individuals and families.

**EMPLOYEE BENEFITS:** City-contributed costs for pension and other benefits for City employees. Other benefits include health care, unemployment compensation, vision and dental care, deferred compensation, and the Public Employees Assistance Program (PEAP).

**ENCUMBRANCE:** An amount of money committed for the payment of goods or services ordered but not yet received.

**ENTERPRISE FUNDS:** A type of restricted fund which is used to account for the expenditures and revenues of enterprise operations such as the City's Water Works Department and Parking Facilities Division. Enterprise funds are self-supporting from the sale of goods and services.

**EQUIPMENT ACCOUNTS:** Expenditure categories for "Motorized and Construction Equipment" (MCEA) and "Office and Technical Equipment" accounts (OTEA). MCEA is used for purchases of autos, trucks, backhoes, etc. OTEA is for desks, office partitions, calculators, etc.

**ERIP:** See Early Retirement Incentive Plan.

**ESG:** See Emergency Solutions Grant.

**ESTIMATED ACTUAL:** Represents final adjustments made to the current year resources and expenditures based on actual prior year carryover balances, actual prior year cancellations, revised revenue estimates, and actual adjustments to current year appropriations. These current year adjustments are usually made in the final quarter of the year with the most current information available to be used to help project resources and expenditures for future years.

**ESTIMATED PERSONNEL COSTS:** This term is used in the Capital Budget to represent the estimated amount of personnel expenses in a capital project that will be used to reimburse the Operating Budget. Examples of personnel expenses that are reimbursable include, but are not limited to capital project management, management of outside contractors, and liaison work with grant organizations.

**EXCEPTION REQUEST:** Programs and/or items which are not included in the base requested or recommended budget. These include new program proposals or extraordinary increases which could not be included in the budget target.

**EXECUTIVE BUDGET COMMITTEE (EBC):** The members of this committee are the City Manager, Assistant City Managers, the Director of Finance, Assistant Director of Finance, and the Manager of Budget and Evaluation. The EBC is the City Manager's administration team to develop budget and policy recommendations to the City Council.

**EXPENDITURE:** The cost for the personnel, materials, and equipment required for a department to function.



**FINANCIAL STATEMENTS:** Formal records of an entity's financial activities. Includes a balance sheet (Assets minus liabilities = fund balance), and a statement of revenues and expenditures, and a statement of cash flows.

**FISCAL YEAR (FY):** Any period designated as a budget year, which typically includes 12 months. Cincinnati's fiscal year has traditionally been from January 1 through December 31. The City will operate on a July 1 through June 30 fiscal year commencing July 1, 2013.

**FTE:** See Full-Time Equivalent.

**FULL-TIME EQUIVALENT (FTE):** FTE is a measure of a position by its budgeted hours. For example, 1 FTE equals 2088 hours and .75 FTE equals 1566 hours.

**FUND:** A fiscal and accounting entity with a self-balancing set of accounts to record revenue and expenditures.

**FUND ACCOUNTING:** Accounting method of providing information on City receipts and disbursements in separate categories or "funds". Governments use fund accounting to segregate sources of revenue and the purposes for which they are to be used. For instance, Water Works Fund 101 only receives funds generated from water charges and only expends funds related to water system activities.

**FUND BALANCE:** A Budgetary Fund Balance is the difference between estimated revenues and appropriations. It represents the anticipated change in fund balance as a result of the budget. A nonbudgetary fund balance is a residual account whose balance is the difference between the assets and liabilities of the organization. At the end of the fiscal year, revenues and expenditures are closed out to this account. The balance in the account is carried forward into the next budget year.

**GAAP:** See Generally Accepted Accounting Principles.

**GASB:** See Governmental Accounting Standards Board.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP):** Generally Accepted Accounting Principles - Include the measurement and disclosure principles that apply to financial statement reporting. They govern the recognition of transactions (that is, they specify when a transaction will be recorded and the amounts to be recorded) and dictate the numbers and other information that must be presented in financial statements.

**GENERAL FUND:** This fund accounts for the current assets, current liabilities, revenues, and expenditures that arise from general government operations. The main revenue sources of this fund are income and property taxes.

**GENERAL OBLIGATION BOND -** Debt that is secured by the "full faith and credit" of the governmental unit. The payment of principal and interest on the debt is called servicing the debt.

**GFOA:** See Government Finance Officers Association.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB):** The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.



**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA):** The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

**GOVERNMENTAL FUNDS:** Established to account for the receipt and disbursement of financial resources to provide services to the general public.

**GRANT:** Represents contributions or gifts of cash or other assets that must be used or expended for specified purposes, activities, or facilities.

**HOME:** HOME Investment Partnerships Program. A Federal grant program to provide housing for low-income persons.

**HOPWA:** See Housing Opportunities for Persons With Aids.

**HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA):** A Federal grant program to provide housing for persons with AIDS.

**INDEPENDENT AUDIT:** An examination of financial statements conducted by an outside CPA (one not employed by the firm being examined) according to generally accepted auditing standards (GAAS) for the purpose of expressing an opinion as to whether the statements are a fair presentation in accordance with generally accepted accounting principles (GAAP).

**INFRASTRUCTURE:** Long-lived assets such as highways, bridges, buildings, and public utilities. A primary funding source for infrastructure maintenance is provided by a tax of one tenth of one percent on earned income, which was approved by voters in 1988. It is legally mandated that collection of this additional tax is subject to the City spending 90% of a base amount within three years. The base amount is calculated by an established formula. This budget and expenditures requirement to continue the 0.1% income tax is referred to as the "infrastructure mandate."

**INTERDEPARTMENTAL CHARGES:** Accounts for the reimbursement of the cost of services provided to departments by other departments. For example, the Reproduction Services program might process an interdepartmental bill (I.D. bill) to charge the Recreation Department for printing a brochure.

**INTERFUND TRANSFER:** The reallocation of an existing appropriation within the fund based on renewing operational plans or need.

**INTERNAL SERVICE FUNDS:** A type of restricted fund used to finance and account for goods and services provided in-house by a City Department, such as the Fleet Services Fund.

**MERIT INCREASE:** An increase to an individual's base pay rate based on performance.

**MILL/MILLAGE:** A tax that an owner pays based on the value of real estate or personal property being taxed. The tax rate on property is expressed in mills per dollar of the property's assessed value.

**MISSION:** The Mission Statement of an organization is a short but complete description of the overall purpose and intentions of that organization. It states what is to be achieved, but not how this should be done.



**MODIFIED ACCRUAL BASIS:** Revenues are recognized either when they are received in cash (licenses, fines, and so on) or when collection of the amount can be reasonably estimated to be received in the near future (such as property taxes). Expenditures are recognized in the period in which goods or services are received or a liability is incurred.

**NON-DEPARTMENTAL:** Accounts for expenditures that do not relate to any one specific department or activity. Instead, they benefit the organization as a whole.

**NON-PERSONNEL SERVICES:** Operating expenditure category for non-salary related items, such as office supplies, office space rental, contracts, computer costs, gasoline, etc. (major object code series 7200-7300-7400 in the Cincinnati Financial System).

**OPERATING BUDGET:** The budget which encompasses day-to-day municipal activities. The Operating Budget includes employee salaries, supplies, and other non-personnel items related to current activities. The Operating Budget also includes debt service and overhead costs for these operations.

**OPERATING BUDGET IMPACT:** The anticipated personnel or non-personnel costs and/or savings in the Operating Budget that can be attributed to a capital investment.

**ORDINANCE:** A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

**OTHER RESTRICTED FUNDS:** Category typically represents grants or single purpose funds which are restricted to meeting the operational requirements of grants and contributions.

**PERFORMANCE MEASURE:** A quantifiable measure to assess how well the organization carries out specific functions or processes.

**PERFORMANCE-BASED PROGRAM BUDGETING:** Is a system of planning, budgeting, and evaluation that emphasizes the relationship between money budgeted and results expected.

**PERSONNEL SERVICES:** Expenditure category for the cost of employee salaries and compensated absences such as vacations and sick leave (major object code 7100 in the Cincinnati Financial System).

**POSITION VACANCY ALLOWANCE (PVA):** An estimate of salaries that are not expected to be spent in a budgeted program due to employee retirements, terminations, and transfers to other City programs during the year. PVA is budgeted as a reduction from gross salaries.

**PRINCIPAL RESTRICTED FUNDS:** Category includes major governmental and proprietary funds established to account for the revenue generated by the funds and expenses incurred from the operations of the funds.

**PRIOR YEAR ENCUMBRANCES:** Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of that annual appropriation has been reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**PROGRAM:** A group of similar activities, or a type of service, which is organized as a sub-unit of a department for planning and performance measurement purposes.



## Appendices

### Appendix C: Glossary of Terms



**PROGRAM BUDGET:** A budget grouped by similar activities, or type of service, which is organized as a sub-unit of a department for budgeting, planning, and performance measurement purposes.

**PROPRIETARY FUNDS:** Funds established to account for the delivery of goods and services to the general public (Enterprise Funds) or to other departments or agencies of the government (Internal Service Funds).

**RESERVE FOR CONTINGENCIES:** An appropriation which is set aside for unanticipated or potential expense items that cannot be deferred until the next budget cycle. This is an account routinely appropriated in the General Fund to enable the City Council to adjust the budget during the year without affecting other budgeted services.

**RESOLUTION:** A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**RESOURCES:** Total dollars available for budget purposes including revenues, fund transfers, and beginning fund balances.

**RESTRICTED FUNDS:** Funds restricted to a specific purpose, such as Parking, Lunken Airport, and Municipal Golf Funds.

**REVENUE BOND** - A revenue bond is a special type of municipal bond distinguished by its guarantee of repayment solely from revenues generated by a specified revenue-generating entity associated with the purpose of the bonds. Unlike general obligation bonds, only the revenues specified in the legal contract between the bond holder and bond issuer are required to be used for repayment of the principal and interest of the bonds.

**REVENUES:** The annual income or receipts of the City from taxes, charges, and investments.

**SPECIAL ORGANIZATIONAL REPORTING AUTHORITIES:** Agencies of the City which include its various Boards and Commissions, as well as contract agencies and county-wide departments.

**SPECIAL REVENUE FUND:** Used to account for the proceeds of revenue sources (other than expendable trusts, or those used for major capital projects) that must be spent for a particular purpose. These funds should be used only when required by law, charter, or other commitment. The main purpose of separating these types of activities from those of the General Fund is to maintain control over the collection and use of specific sources of revenue.

**STAFFING LEVELS:** Estimated number of FTE needed to perform the work at a stated level of service.

**STEP INCREASE:** Periodic within grade increases of an employee's basic pay by advancing from one step of the grade to the next higher step of that grade, after meeting requirements for length of service and satisfactory performance.

**STRUCTURALLY BALANCED BUDGET:** A budget that provides for annual total expenditures and encumbrances which are equal to or less than the annual revenue estimate for the fund. See also Balanced Budget.



**STUB BUDGET:** A fiscal year consisting of less than 12 months. To facilitate the City's transition to a fiscal year commencing July 1, 2013 a six month stub budget was enacted for the period of January 1, 2013 to June 30, 2013.

**TAXING AUTHORITY:** A statutory authority given to a governmental body to levy and collect taxes for public purposes.

**TRANSIENT OCCUPANCY TAX:** The City's 4% tax levied on all rents received by a hotel for lodging furnished to transient guests. Tax receipts are dedicated to financing the operating and maintenance costs of the City's Duke Energy Convention Center, and to help finance the expansion of the Duke Energy Convention Center.

**TRUST FUND:** A fund to account for assets in which the City acts in a trustee capacity or as an agent for other governmental units. The Metropolitan Sewer District (owned by the County but operated by the City) and Pension Trust are examples of trust funds.

**UNAPPROPRIATED SURPLUS:** The amount of money in a fund not appropriated by the City Council. The balance remains in the fund until the City Council approves spending by passing an appropriation ordinance.

**USER CHARGES/FEES:** The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**WORKING CAPITAL RESERVE:** Monies which are set aside to provide a reserve in case of a disaster or fiscal emergency. The policy of the City Council is to maintain a balance in the Working Capital Reserve Fund between 5 and 8 percent of General Fund revenues in each year.

**UNFUNDED ACTUARIAL ACCRUED LIABILITY:** Results from a variety of factors, such as previous underfunding and benefit increases attributable to earlier years of service that have not yet been fully funded.



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